

D 101.85:
18/7

INSCOM JOURNAL

November-December 1995

FOR THE MILITARY INTELLIGENCE PROFESSIONAL



Training the Force



Brig. Gen. Trent N. Thomas looks for the end result: fielding one team for one fight. (Photo by Shirley Startzman)



INSCOM Commander
Brig. Gen. Trent N. Thomas

Command Sergeant Major
Command Sgt. Maj.
Sterling T. McCormick

Chief, Public Affairs
Mrs. Jeanette D. Lau

NCOIC
Master Sgt. Joan E. Fischer

Editor in Chief
Mrs. Shirley K. Startzman

Art Director
Mrs. Linda M. Paradis

Circulation Chief
Mrs. Gloria Donovan

Everywhere you look today, you can see changes in our world and in our Army. We serve in rapidly changing environments which require us to quickly meet the needs of our warfighting soldiers. We sometimes forget the end result of our information, our weapons, and our computer output is not just knowledge, bullets or print-outs: *the end result is fielding one team for one fight*. We're all in this together over the long haul, and INSCOM's holding an important spot on the Army's team of winners.

Our job is to make warfighting soldiers' jobs easier by providing them with information and technology with which to make informed decisions on the battlefield. The challenge isn't just providing the *numbers* of systems or the *amount* of information, but the *analysis* from those systems and information which enables the warfighter to make competent decisions. Isolated facts and statistics may be of some help to the warfighter, but the understanding of what it all means within a certain context provides total support. INSCOM soldiers and civilians do that better than anybody else in the Army.

We at INSCOM have two concepts guiding us to our future: Force XXI (of which Intel XXI is a part) and innovation. To us, innovation means finding new and better ways of doing things. Unlike creation which fills a void, innovations make things work better, faster, or more effectively. Our field training exercises, advanced warfighter experiences and command post exercises are innovations.

One of the hallmarks of American soldiers is their ability to make-do with whatever is available. Many of the things and

INSCOM JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

<p>4 The I-Team 6 “These are <u>our</u> credentials” 7 All Contestants are Champs 8 Best Soldier Named 9 Miller Wins NCO of Year 9 Korean Linguist Tops</p>	<p>10 On the Horizon: Force XXI <i>By Lt. Col. John F. Maskavich and Rafael Brinner</i></p> <p>12 INSCOM Re-engineering <i>By Lt. Col. John F. Maskavich and Stephanie Johnson</i></p> <p>15 Training the Force XXI Soldier <i>By Master Sgt. Jerry Quinn and Chief Warrant Officer James Mandel</i></p> <p>18 The Doctrine Internet <i>By Donald W. Cairns</i></p>
---	---

Brig. Gen. Trent N. Thomas, Commander, INSCOM

procedures we take for granted were, at one time, innovations. More often than not, the innovative idea came from a soldier or civilian stationed somewhere within the field.

The challenge to all of us at INSCOM is to teach our people to be innovative; to take risks in finding solutions, to be proactive in changing ways of doing business, and to resist going along just because "it has always been that way." Innovation is simply putting together a group of facts, things or ideas in a logical fashion and then studying the logic from different perspectives; it is analyzing those facts, things or ideas logically with a willingness to arrive at all possible outcomes...not just the one we have always seen. At INSCOM, you all have a *license to think*.

The Force XXI Army must be an innovative Army, proactive in making needed changes and improvements. It must be an Army of professional soldiers and civilians who know their jobs and how to do them from several different perspectives. Leaders must be willing to reward the innovator who rocks the boat to test its durability.

The Army is made up of people, and INSCOM has the best people. Many of you are already working the process of transitioning to Force XXI and Intel XXI. You are looking at the way we do business from several points of view: an historical perspective; a here-and-now perspective; and a future perspective. Each one of you is sharing the innovative things you are doing which help train the MI soldier, which ultimately supports the warfighters.

Our schoolhouse experts at Fort Huachuca continue to find new and innovative ways to train our MI soldiers. In the last two years, the INSCOM Training and Doctrine Support Detachment personnel incorporated INSCOM's military intelligence support into doctrine written by the U.S. Training and Doctrine Command. In the 21st century, commanders drive intelligence; our doctrine gives them the knowledge map to drive it efficiently.

Our Reserve soldiers are part of the transitioning process, too. They have innovative plans on INSCOM's drawing board, and those plans will make a difference to us. Just as in Desert Shield/Desert Storm, when the active Army goes to war now, the Reserve Component goes with us. We welcome the expertise that comes with them.

Over the next four issues, the INSCOM Journal will spotlight areas of Force XXI and Intel XXI. All of you own a part of that future, and you do have a say in how it is going to be. Be innovative in helping us stay on the right course, even if it means jumping a few tracks. This whole business of Force XXI is one of a journey together and not a destination carved in stone. You are sitting in the driver's seat, so keep your eyes on the desired outcome as we make this journey together.



Trent N. Thomas

November-December 1995

Volume 18, No. 7

<p>20 "Big East" Corral hosts INSCOM Day <i>By Shirley K. Startzman</i></p> <p>22 ...Meanwhile, Back at the Ranch <i>By Master Sgt. Jerry Quinn</i></p> <p>24 Leveraging Reserve Capability <i>By Col. Roger Wheelwright</i></p> <p>28 Miles and Miles of Miles Gear <i>By Shirley K. Startzman</i></p> <p>30 902d Strikes Gold <i>By Chief Warrant Officer Marcus Hann</i></p> <p>32 GOLD SWORD III Update <i>By Maj. Richard D. Hyman</i></p>	<p style="text-align: center;">34 35 36 37 38 39</p> <p style="text-align: center;">U.S. DEPOSITORY</p> <p style="text-align: center;">UNOFFICIAL DOCUMENTS LIBRARY</p> <p style="text-align: center;">DEC 19 1995</p>	<p>Thanksgiving <i>An Attitude of Gratitude</i> <i>By Chaplain (Col.) James E. Russell Jr.</i></p> <p>Army News Overwatch</p> <p>CSM Notes <i>By Command Sgt. Maj. Sterling T. McCormick</i></p> <p>1995 INSCOM Journal Index</p> <p>Calendar of Events</p>
---	--	--

About our cover: Innovative training is helping INSCOM soldiers prepare for the Army of the 21st Century. (Photos by Shirley Startzman and U.S. Army)

The INSCOM Journal (ISSN 0270-8906) is published every two months by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va.

The INSCOM Journal is the unofficial command information publication authorized under the provisions of AR 360-81. It serves the members of INSCOM and other members of the intelligence community. Circulation is 4,500 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ, INSCOM or Department of the Army. Further, unless stated, INSCOM Journal/articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the INSCOM Journal with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the INSCOM Journal, should be mailed to HQ, INSCOM, ATTN: IAPA, INSCOM Journal, 8825 Beulah Street, Fort Belvoir, VA 22060-5246. Phone AC (703) 806-6325/5345 or DSN 656-5345.

FAX: AC (703) 806-5647 or DSN 656-5647.

Intelligence Officer Publishes Book

Capt. Ronnie E. Ford's book, *Tet 1968: Understanding the Surprise*, was published in September 1995, by Frank Cass & Co., London, England. Ford is an intelligence officer assigned to the 743d Military Intelligence Battalion, 704th MI Brigade at Fort George G. Meade, Md.

Ford's book is based on his Joint Military Intelligence College master's thesis concerning the 1968 Tet Offensive, for which he was awarded the 1993-94 Intelligence Research Award. Ford obtained hundreds of communist Vietnamese documents from Hanoi on the Vietnam War. Once translated, Ford tracked the planning and conduct of the 1968 Tet Offensive from initial concept to actual initiation as seen through the eyes of the communist Vietnamese.

(Submitted by Lt. Col. John M. Custer)

CIA Citation Awarded

Congratulations to the U.S. Army Military Intelligence Battalion (Low Intensity), which was awarded the National Intelligence Meritorious Unit Citation by the Director of Central Intelligence. Acting director Adm. William Studeman presented Lt. Col. Charles R. Sizemore and selected members of the battalion with the citation in Langley, Va., last February.

The Meritorious Unit Citation was awarded to the battalion for its sea-based and airborne intelligence operations from May 1, 1993, to May 1, 1994. Significant intelligence contributions were provided by the battalion's four operational companies.

The Military Intelligence Battalion (Low Intensity) provided direct support to ensure successful mission accomplishment in the U.S. Army Southern Command and United States Atlantic Command theaters of operation. Their accurate analysis and dissemination of intelligence continuously facilitated the execution of both commands' missions and strategies. In June 1995, the battalion, formerly under the command of the 470th MI Brigade, became a part of the 513th MI Brigade.

(Submitted by 1st Lt. Keith Collyer)

DoD Authorizes Seven Reserve Companies

In 1994, the Department of Defense authorized the development of seven U.S. Army Reserve Command MI linguistic companies. Placed in carrier status on Oct. 24, 1994, the units became effective on Oct. 16, 1995.



The seven new companies and their locations are: 265th MI Company, Fort Dix, N.J.; 283rd MI Company, Fort Snelling, Minn.; 356th MI Company, Forest Park, Ga.; 906th MI Company, Detroit, Mich.; 272nd MI Company, Bell, Calif.; 900th MI Company, Austin, Texas; and the 351st MI Company, Olathe, Kan.

The 283rd MI Company was the first one to begin drilling in March 1995, with 51 soldiers.

(Submitted by Maj. Ronald Allen)

Safety Champs!

Winners of the fiscal year 1994 Safety Awards were honored at an awards ceremony during the INSCOM Commanders Conference Sept. 20, 1995, at Fort Belvoir, Va. Congratulations to the two champions: 500th MI Brigade for winning the Commanding General's Safety Excellence Award and the 750th MI Battalion for capturing the INSCOM Safety Award.

(Submitted by Lloyd Roberts)

Entrepreneurial Book Publishers

Capt. James Frock and his wife, Gemma, published their first book, *Ko Ko The Chow Chow*, a children's book which uses their two Chow dogs as main characters. Ko Ko Rhea and Crypto Bear are instructors who teach children about family, geography and how to properly approach a strange dog.

The authors used the pen names of Jay and Julie Hanover to publish their book under the name of KOCRYP Press.

Frock is assigned to the 513th MI Brigade.

(Submitted by Sgt. 1st Class Edith Davis)

KATUSA of the Year

Cpl. Yung H. Lee, a unit supply specialist with the 501st MI Brigade, was selected as the 1995 Eighth U.S. Army KATUSA (Korean Augmentation to the U.S. Army) of the Year. Lee was chosen by a board held in Yongsan, Korea, on Aug. 11, 1995.

Lee is assigned to Operations Company, 751st MI Battalion, at Camp Humphreys, Korea. Representing Korea's Division Area II (Yongsan area), he was selected over Divisions Areas I and III KATUSAs by a board of senior command sergeants major in Korea.

In addition to inheriting the unofficial title of Korea's top KATUSA for 1995, Lee received a round-trip ticket

for a week's stay on Cheju Island for two people, \$200 in cash or equivalent, and 10 days' leave.

"I just didn't do this to win the board; it was also for my own benefit of doing the best that I could. Of course I feel very happy, but I could have felt good even if I had not won," said Lee.

Lee paved his way to the board by winning the 501st MI Brigade KATUSA of the Quarter, third quarter; 501st KATUSA of the Year; and Division Area II KATUSA of the Year. He is an honor graduate of the Primary Leadership Development Course and holds a bachelor's degree in philosophy from Seoul National University.

(Submitted by Sgt. 1st Class Derryl Fields)



"Family" Defined at Symposium

When the 500th MI Brigade held its Fifth Annual Army Family Action Plan Symposium at Camp Zama, Japan, they cut to the chase. The term "family" meant mom, dad, the children AND all soldiers, retirees, civilian employees and family members.

"To improve family and soldier programs is the purpose of the symposium," said Col. Martin G. Kloster, brigade commander. "Good family and soldier programs impact directly and positively on our readiness and make our jobs a lot easier."

For two days, the 24-member panel discussed local, INSCOM and Army-wide issues. They divided into two groups to work on different issues. Team Blue addressed education/DODDS, family support services and morale and recreation. Team Green discussed installation and forces support services and housing. Not all issues were easily solved, and not all issues were monumental ... but they were all treated as important to the quality of life of the 500th MI Brigade.

Of 55 queries discussed, the teams settled nine problems, forwarded 10 to various local commanders for answers and sent eight issues to INSCOM headquarters. The groups are working on the remaining issues.

(Submitted by Spc. Keith D. McGrew)

"Big Guns" Grab Ironhorse Gold

Congratulations to the Colorado Springs MI Detachment, 902d MI Group for continuing a winning tradition. At the annual Fort Carson Ironhorse Sportsman Marksmanship events, they loaded their guns with ammo and their backpacks with heavy medal: one gold, four silver and two bronze. Placing in seven out of 13

matches, the team of deadeyes continued a long line of annual wins for the team. (See related story, page 30)

(Submitted by Chief Warrant Officer Marcus Hahn)

Project Pathfinder Award Presented

The National Ground Intelligence Center, Charlottesville, Va., received a Government Computer News Award in a ceremony at the Washington Hilton Hotel, Wash., D.C., Oct. 18. Bruce Fiene, from the National Aerospace Intelligence Center at Wright Patterson Air Force Base, Ohio, nominated the National Ground Intelligence Center for the award. A review committee selected the winner for its contribution to government information technology on the project Pathfinder.

Timothy B. Hendrickson accepted the award on behalf of the National Ground Intelligence Center, along with Arthur Peterson, Rebecca Convery, Quintin M. Congdon, James O. Anderson III and William S. Rich Jr., deputy director of the Center.

AUSA West Gets Taste of Intelligence

The Army's military intelligence world was prominently featured during the Association, United States Army's mini-symposium at Santa Clara, Calif., in May.

The Deputy Chief of Staff for Intelligence, USA Intelligence and Security Command and USA Intelligence Center and Fort Huachuca, Ariz., presented an in-depth view of the inter-relations of the military intelligence process during the symposium. An updated version of the joint display was featured at the annual AUSA conference in Washington, D.C., in October.

(Submitted by Master Sgt. Joan Fischer)



Capt. Cornelius Hayes briefs the Army's newest incentive, Land Information Warfare Activity, to symposium attendees. (U.S. Army photo)



(U.S. Army photos)



INSCOM's best soldiers arrived at Fort Belvoir, Va., ready for the final competition of Soldier and NCO of the Year. At left, front row, L to R: Sgt. Martha G. Miller (NCO of the Year), INSCOM Command Sgt. Maj. Sterling T. McCormick, and Spc. Nicole F. Witherspoon (Soldier

of the Year). Back row: Finalist Staff Sgt. John C. Kilpatrick, Sgt. Patricia E. Clark, Sgt. Sharon F. Fuchs, and Spc. Jesse H. Hardwick. At right: Staff Sgt. David W. Gloer was named Linguist of the Year.

“These are our credentials!”

*INSCOM names top professionals for 1995:
Soldier of the Year, NCO of Year and Linguist of the Year*

By Shirley K. Startzman

“In World War II, they tell the story of a German commander surrendering,” Brig. Gen. Trent N. Thomas, INSCOM commander, told the audience.

According to Thomas, the German commander asked for the credentials of the American commander to whom he wished to surrender. The American commander gestured toward his armed troops standing proudly behind him and replied, “These are my credentials.”

In an award ceremony at INSCOM headquarters at Fort Belvoir, Va., on Sept. 20, 1995, the INSCOM commander repeated the

World War II commander’s actions. Thomas gestured toward the 1995 INSCOM Soldier of the Year, NCO of the Year and their finalists and the Linguist of the Year and said, “Ladies and gentlemen, these are *our* credentials.”

The finalists for Soldier of the Year, (Spc. Nicole F. Witherspoon, Spc. Jesse H. Hardwick and Sgt. Sharon K. Fuchs) and NCO of the Year (Sgt. Patricia E. Clark, Sgt. Martha G. Miller and Staff Sgt. John C. Kilpatrick) demonstrated impeccable credentials as they moved through judging boards at the company, battalion, brigade and regional levels. Staff Sgt. David W. Gloer represented all the language specialists as Linguist of the Year.

On Sept. 19, a board of selected INSCOM command sergeant majors selected the best of the best. Spc. Nicole F. Witherspoon was named INSCOM Soldier of the Year, while Sgt. Martha G. Miller was named INSCOM NCO of the Year. The two top INSCOM professionals were awarded top quality benefits: a \$1,000 U.S. savings bond, assignment of choice, a Certificate of Achievement, a \$100 AAFES gift certificate accompanied by coupon books and the equivalent of a class A uniform, the INSCOM command sergeant major Coin of Excellence and an INSCOM plaque. They also received plaques and statues from several sources: the Association of

(continued on page 8)

All Contestants Are Champs

By Shirley K. Startzman

When INSCOM Command Sgt. Maj. Sterling T. McCormick said the evaluation board for Soldier of the Year and NCO of the Year was the toughest of any board in the history of INSCOM, he wasn't pulling wool over the Eyes of the Battlefield or the contestants. Two of the runners-up in the competition seconded McCormick's statement and added a few more comments of their own.

"This competition was the hardest board I've been on, and the competitors were tough," said Spc. Jesse H. Hardwick, 66th MI Brigade. The European Region winner was rightfully proud of his accomplishments. "As a supply specialist and a quartermaster (MOS 92Y), I feel great I can compete at an MI level competition," he said. "I worked hard and studied a lot to make it to the 1995 INSCOM Soldier of the Year competition. I owe my thanks to God, my family and everyone in the orderly room for taking time out to help me. I have a great chain of command and an NCO support channel," said Hardwick.

The Pacific Region representative for INSCOM NCO of the Year

appreciated the strength of the competition also. "The board at INSCOM was tough, and I had prepared very well for the competition. Congratulations to both winners," said Sgt. Patricia Clark. "I was nervous... everyone just has to remember this is attainable and anyone with a purpose can do it. It's a great honor," said Clark.

Two of the participants appreciated the wealth of information and experience they gained. "I have learned a great deal from the preparation for, and attendance at, these boards," said Sgt. Sharon K. Fochs, from the 702nd MI Group. "Even though it requires hard work, I recommend other soldiers compete and improve themselves and overcome any fear of boards. I thank the people from my command who have supported and encouraged me. I also congratulate the other competitors at this board, especially the NCO and Soldier of the Year," said Fochs, the Americas Region Soldier of the Year.



INSCOM Command Sgt. Maj. Sterling T. McCormick expresses pride in all the contestants. (U.S. Army photo)

At least one of the winners is already planning to use what he learned to help his unit next year. "It is a time I will not soon forget," said Staff Sgt. John C. Kilpatrick, from the 718th MI Group and winner of the European NCO of the Year competition. "I loved competing against some of the best NCOs in the Army. I have learned a lot and grown as an NCO by doing this. I am thankful for all the help I got from my family and my chain of command. In particular, I want to thank Sgt. 1st Class Jeter, my first sergeant...together with my wife, I got all the help anyone could ask for. Next year, I hope I can help get a soldier and an NCO here from the 718th Group," said Kilpatrick.



Mrs. Startzman is editor of the INSCOM Journal.

Congratulations to the 1995 INSCOM Regional NCOs of the Year

Pacific Region: Sgt. Patricia E. Clark (MOS 98J) from the 501st MI Brigade. *Americas Region:* Sgt. Martha G. Miller (MOS 73D) from 513th MI Brigade. *European Region:* Staff Sgt. John C. Kilpatrick (MOS 98K) from the 718th MI Group. 1995 INSCOM Regional Soldiers of the Year *Pacific Region:* Spc. Nicole F. Witherspoon (MOS 98D) from the 501st MI Brigade. *Americas Region:* Sgt. Sharon K. Fochs (MOS 98G) from the 702nd MI Group. *European Region:* Spc. Jesse H. Hardwick (MOS 92Y) from 66th MI Group.

Best Soldier Named

By Shirley K. Startzman

Spc. Nicole F. Witherspoon traveled a competitive road to winning 1995 INSCOM Soldier of the Year honors. She won intermediate titles at the 751st MI Battalion at Camp Humphreys, Korea, the 501st MI Brigade at Youngsan, Korea, and the Pacific Region at Camp Zama, Japan before moving on to final competition at INSCOM headquarters at Fort Belvoir, Va., in September. Looking back on her year-long commitment, Witherspoon thought the experience was worth the work.

"I'm happy. I am very proud and honored to represent my brigade. I met a lot of important people along the way who were outstanding soldiers. It was tough competition and I'm honored to be at the top," said Witherspoon. "I want to set the standard...to become an NCO all my subordinates can respect and trust and say, 'I want to be an NCO just like Sgt. Witherspoon,'" she said.

The new Soldier of the Year received solid praise from 501st MI Brigade Command Sgt. Maj. Ronald W. Killion at the award ceremonies. "I'm very proud she represented the Red Dragon Brigade. She worked hard to get where she's at and we're very proud of her," he said.

(continued from page 6)
the U.S. Army, the American Military Society and the Noncommissioned Officer Association.

During the evaluation boards, judges used the Soldier/NCO of the Year Evaluation Worksheet from INSCOM regulation 672-11, Decorations, Awards and Honors, to award points in each category of the competition. Each contestant earned a minimum of 26 points and a maxi-

Witherspoon gave much of the credit for her win to her husband and best friend, Sgt. James E. Witherspoon, who is also assigned to the 501st MI Brigade. "He helped

(U.S. Army photo)



Spc. Nicole F. Witherspoon

"I want to become an NCO all my subordinates can respect and trust..."

me out and helped me to prepare," she said. "Since he was a sergeant, he gave me the experience and knowledge that I needed to go as far as I did. He gave me the emotional and mental support I needed. He tried to go to all the boards with me as a guardian angel," she explained.

mum of 200 points for each of the 17 categories on the worksheet. The work sheets were tallied at the end of the competition and the winner announced.

INSCOM Command Sgt. Maj. Sterling T. McCormick, host of the INSCOM finals and the award ceremony, praised all the contestants. "This board was probably the toughest of any board in our history because we have fewer people,

Witherspoon also called her mom for moral support. "My mom thinks it's great (winning Regional Soldier of the Year) and is really proud of me, but I don't think she really understands the Army," laughed Witherspoon.

Proud of her self-made soldier style, the INSCOM Soldier of the Year explained her independence within the Army. "Nobody really ever pushed me; it was something I did for myself. I just started going to boards. In my MOS, really all you can do is go to boards and try to rise above your peers. I feel even though I'm one person, I can change things for the better," said Witherspoon.

Enlisting on a spur-of-the-moment decision, she welcomed her Army experience. "I thought it would give me the experience and knowledge to go far in life. It's like a stepping stone. I really feel it will help me in the long run," she said. "I've really matured a lot more than anyone in the civilian world. The

experience has given me an advantage. My short-term goal is to become one of the best non-commissioned officers in the Army. My long term goal is to become a district attorney in my home state of Ohio," she said.

Asked what advice she would give other soldiers for next year's competition, Witherspoon was direct and to the point. "I would tell them to be totally serious about it and they need to put their whole heart into competing," she said.

fewer INSCOM units and better soldiers. We have the best soldiers in the Army, and from that, the quality of soldiers competing within INSCOM was the best of the best," he said.



Mrs. Startzman is editor of the INSCOM Journal.

Miller Wins NCO of the Year

By Shirley K. Startzman

Sgt. Martha G. Miller, was named 1995 INSCOM NCO of the Year at a ceremony held at INSCOM headquarters at Fort Belvoir, Va., in September. The newly crowned NCO won her first competition at the Headquarters Company before moving on to the MI Battalion (Low Intensity) level NCO of the Year competition in Orlando, Fla. She won the 513th MI Brigade level competition at Fort Gordon, Ga., and then won the Americas Region (also held at Fort Gordon, Ga.) before moving on to the INSCOM level board.

Command Sgt. Maj. John P. Boswell showed the pride of the 513th MI Brigade as he spoke of Miller's win. "The first time I heard the speech Sgt. Miller gave, I knew she would win at INSCOM," he said. "She has been the most outstanding soldier in her performance that I have seen in my years of experience in this competition. She was selected at the MI Battalion (Low Intensity) back in August and came to the board competition. I hosted the Americas board and she had improved her speech (on moral courage) again. I knew again she would win," said Boswell.

INSCOM Command Sgt. Maj. Sterling T. McCormick's praise was

high for the young soldier at the awards ceremony. "She wants to be the first female command sergeant

(U.S. Army photo)



Sgt. Martha G. Miller

"I believe in America and the rights we have in our country...."

major of the Army, and I think she can do it," he said.

Miller reflected on her year-long commitment, saying, "I got a lot of support. My supervisor, Staff Sgt. Mark Chavez, NCOIC of our resource management office, recommended I go to the soldier's board to prepare for the promotion board.

He was surprised the first time I won and very supportive. After that, he expected me to win. He kept saying, 'You'll win, You'll win.' Chavez was very encouraging and set a great example," she said. Chavez wasn't the only one pulling for Miller to win.

According to the new NCO of the Year, there was a little divine intervention. "I studied my brains out. My Navy protestant chapel family in Orlando, Fla., has been praying for me every week," she said.

Thinking she needed even more fire power for the boards, she called her ultimate cheerleaders; her mom and dad. "My mom said, 'I'll keep you in my prayers. Knock 'em dead!' She's great. I've been calling her all through this competition at least once a week. She's proud of me," said Miller. "My dad was in the Army in the Philippines in World War II. When I told him I'd won (Regional winner), he said, 'Oh, that's great Mart.' That's what he calls me, Mart....it's his pet name for me," she said, lowering her voice.

According to Miller, her winning is a reflection of the training in both the active Army and U.S. Army Reserves. She served four years of her initial enlistment as a food service specialist (MOS 94B) and then transferred to the U.S. Army

(continued on page 27)

Korean Linguist Tops

By Master Sgt. Joan Fischer

Staff Sgt. David W. Gloer, 501st MI Brigade, was honored as 1995 INSCOM Linguist of the Year during a ceremony at the headquarters on Fort Belvoir, Va., Sept. 20.

The Korean linguist competed against seven other INSCOM linguists for the honors, narrowly winning with a total of two points separating the top four finalists.

"Staff Sgt. Gloer's nomination reflects those characteristics I think best represents the spirit of the lin-

guist of the year competition," said Ron Weaver, chief of INSCOM's language branch.

"Exceptional language proficiency, encouragement and support in improving his fellow linguists' proficiency are significant contribu-

(continued on page 27)



On the Horizon: Force XXI

The road to the 21st Century modular force leads to three Force XXI axes: joint venture, the institutional forces redesign and battlefield digitalization

By Lt. Col. John F. Maskavich
and Rafael Brinner

Force XXI is the reconceptualization and redesign of the Army for the 21st Century, a transformation at every echelon aimed at meeting the mission requirements of an ever-changing world. The primary feature of Force XXI is its ability to exploit information. Leveraging information and digital technologies will

create a synergistic effect which will enhance the Army's capabilities ten-fold.

Force XXI will improve upon today's Power Projection Army by integrating digitally at all echelons, from the individual soldier up to the commander in chief. This will make the flow of information swifter and more precise at every level. Enhanced communication and seamless connectivity will allow complete battlefield integration

across the services to ensure compatibility for joint operations. Force XXI soldiers will have to be intelligent, physically fit, highly motivated, educated and well-trained in order to leverage technology to its full potential.

Force XXI will be a modular force, not unit based, to easily tailor and deploy the force packages needed to support the warfighter. It must be capable of compelling enemies to do our will, deterring

potential opponents from aggressive acts, reassuring our allies of continued U.S. commitment and supporting government objectives in military operations other than war. At the same time, it must be fully protected and ready to confront adversaries who haven't made the full leap to the information age.

The Force XXI Campaign Plan

To achieve the Force XXI vision, the Army must change its outmoded ways, retain continuity of its essential Army values, and promote the growth of its capabilities. Remaining trained and ready while growing more capable during this transition period is the critical challenge to Force XXI. To meet this challenge, the Army has developed a Force XXI campaign plan.

The campaign plan provides timelines and objectives for the three

Force XXI axes. The centerpiece of the campaign plan is the Joint Venture (JV) axis. JV's focus is on the redesign of the operational forces. It constitutes a partnership among all major commands and the Army Staff. The commander of the Training and Doctrine Command has the lead in coordinating this effort.

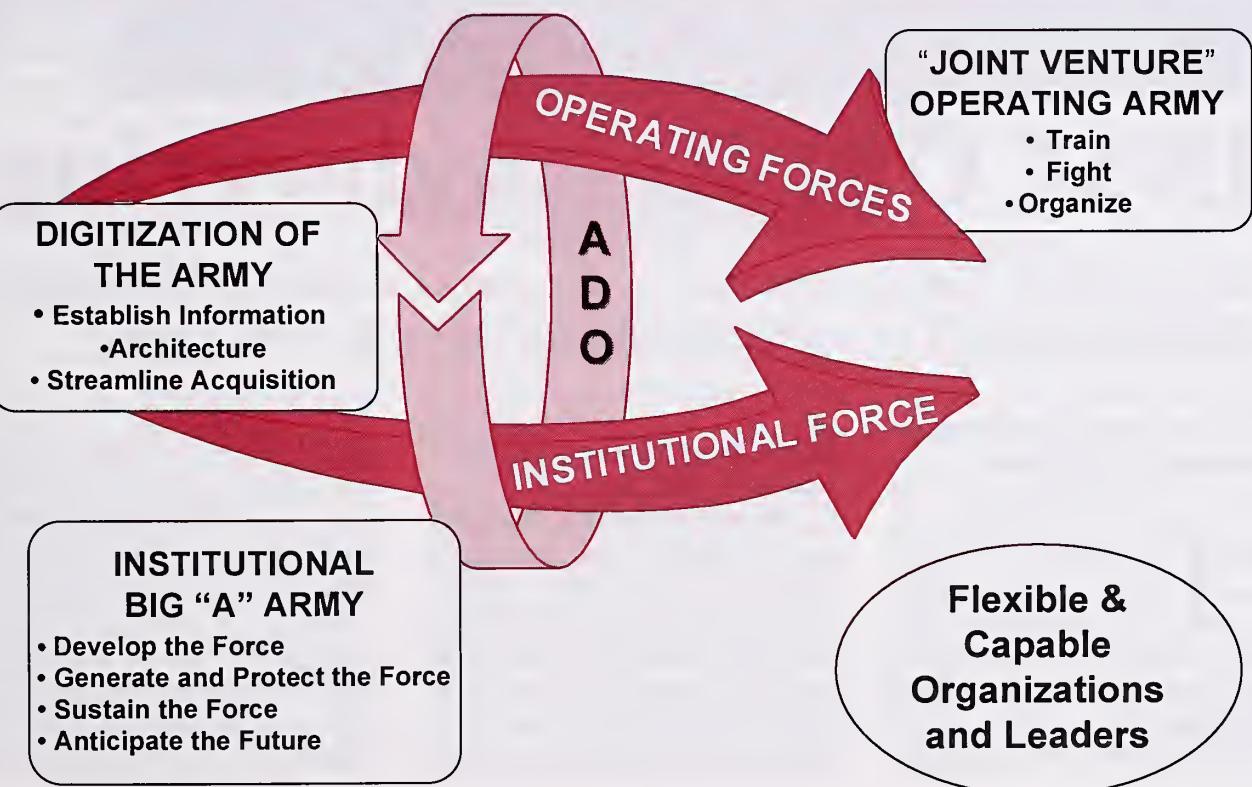
The JV focus is on re-engineering the division through a series of Army Warfighting Experiments (AWE) that culminate in the Task Force XXI AWE. New technologies will be integrated with the AWEs. Force designs and operational concepts will be designed, tested and refined throughout the JV process.

The second and supporting axis is the redesign of the institutional forces, or the TDA Redesign. (This axis involves all major commands and Army staff with respect to the execution of Title X functions to

generate and sustain the force.) The vice chief of staff oversees this axis along with the Army deputy chief of staff for operations and the assistant secretary of the Army for manpower and Reserve affairs. The objective is to transform the institutional force so it will rationally size and organize itself as the Army implements the advances of Force XXI. The aim of this axis is to reduce the number of major commands, reduce the size of the HQDA staff, and eliminate the TDA force structure which supports redundancy of functions.

The third axis of the campaign plan is the digitization of the battlefield. The director of the Army Digitization Office (ADO) leads this effort, which centers around the development and acquisition of battle command technologies for the information age. The objective is to

Force XXI Campaign Plan



ensure the Army fields information-age technologies across the entire force in a synchronized manner. The ADO will initially focus on establishing a "tactical internet" capability for the Task Force XXI AWE and expand it to integrate the Army as a whole.

An Incremental Process

Throughout the Force XXI transition, the critical challenge will remain the same: preserve the Army's readiness while enhancing its capabilities with new designs,

technologies and doctrine. For this reason, Force XXI will evolve through successive phases as each axis develops.

The first phase will focus on the brigade, the next on the division, and the third on the corps. The results of each phase will guide implementation decisions for Force XXI, but the process will march forward continually as the Army adopts new technologies to hone its qualitative edge. Through innovations of Force XXI, the Army will meet the challenges America faces in the century ahead

with the greatest flexibility, efficiency and effectiveness.



Lt. Col. John F. Maskavich is the INSCOM point of contact for Force XXI and TDA Redesign issues assigned to the deputy chief of staff for operations at INSCOM headquarters.

Rafael Brinner is a presidential management intern assigned to the deputy chief of staff for operations at INSCOM headquarters.



INSCOM Re-engineering

From the White House to the foxhole, the Army's operational intelligence command can give it to you "quick and dirty" or to the "nth" degree

By Lt. Col. John F. Maskavich
and Stephanie Johnson

To achieve Force XXI, we must *change* our outmoded ways, retain *continuity* of our essential Army values, and promote growth of our capabilities to achieve decisive history for the nation," said the

former Army Chief of Staff, Gen. Gordon R. Sullivan.

INSCOM professionals have seen much change in the world, the nation, DoD, the Army, military intelligence and from within. These same professionals have maintained continuity throughout these paradigm shifts through a series of introspective assessments, such as

the MI relook, intelligence integration initiative, and the force design update. INSCOM achieved its growth in capabilities through the integration of new technology, doctrine and re-engineering efforts.

Brig. Gen. Trent N. Thomas, INSCOM commander, used these themes as the basis for a presentation of the INSCOM re-engineering

laydown to the Army Vice Chief of Staff, Gen. Ronald H. Griffith in June 1995.

The INSCOM re-engineering laydown is one in a series of major command briefings presented to Army leaders as part of the Institutional Force (table of distribution and allowances) (TDA) Redesign Axis of the Force XXI campaign plan. The objective is to redesign the institutional force by the year 2000 to support Force XXI. (See Figure 1) This axis will complement the redesign of the fighting force through the joint venture axis and the efforts of the Army Digitization Office to digitize the battlefield.

Thomas's briefing emphasized key points about INSCOM's role as the Army's "Operational Intelligence Command," and also defined INSCOM's core competencies. These core competencies establish the baseline operational capabilities executed by INSCOM. The core competencies are intelligence for force projection; information warfare; collection and production; and force protection. The support functions which are common to all competencies, or the force foundation, are command and control, automatic data processing support, headquarters staff, training, and sustainment.

The briefing clarified INSCOM is not a Title X major command which performs the basic service functions of train, supply, and maintain to ensure combat-ready land forces for the commander in chief (CINC). INSCOM provides intelligence to support the development of those forces, supports land forces daily with intelligence, and deploys with them to ensure combat readiness for the CINC and joint force land component commander.

Most Army TDA organizations do not deploy to the field. In contrast, INSCOM's TDA is deployable and operationally focused. An aver-

age of 94 percent of INSCOM's manpower engages daily in support of warfighter intelligence requirements. Because of this, the TDA Redesign Axis is a somewhat unfocused lens through which to view the minor differences in INSCOM between TDA ("institutional force") and tables of organization and equipment (TOE) ("the fighting forces") force structures.

The briefing emphasized the operational, deployable and continu-

gence support to warfighters. The command's joint role is expanding; INSCOM is often the only intelligence asset on the ground available to the joint task force. On a daily basis, INSCOM soldiers deal with real-world intelligence. They are maintaining the intelligence databases to a level that will ensure the warfighter does not deploy with a "blank sheet of paper."

To provide INSCOM's level and type of intelligence requires access

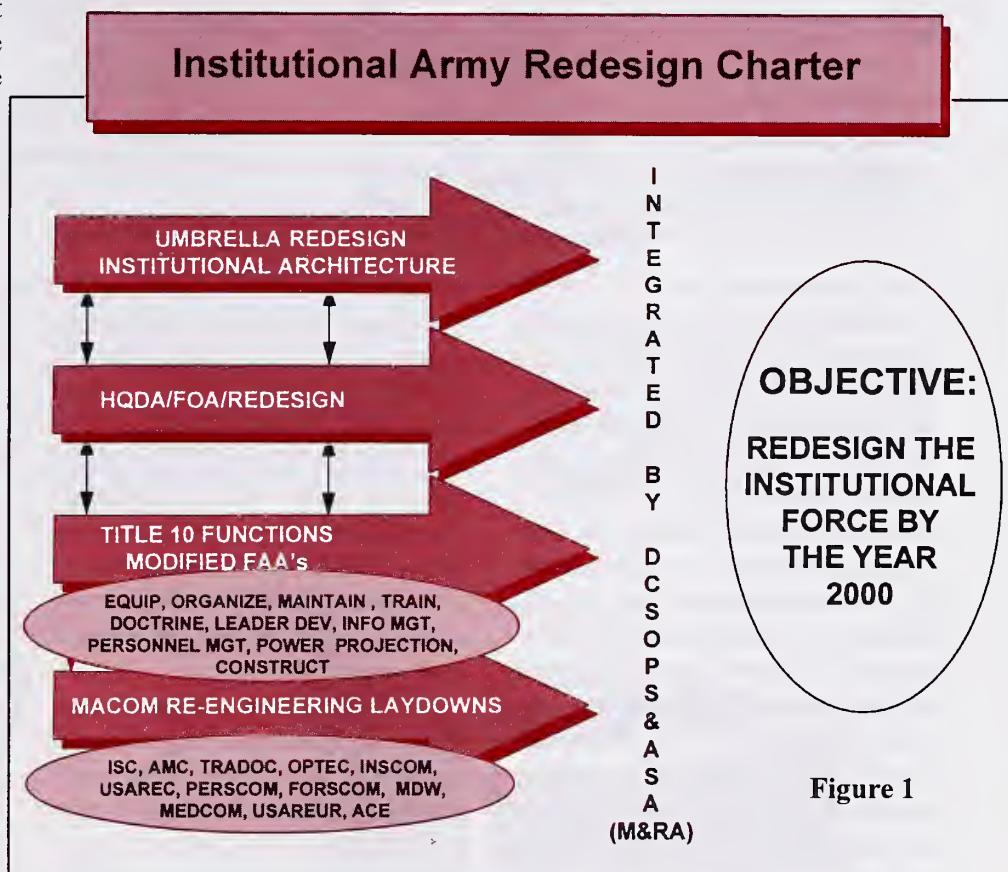


Figure 1

ous real world intelligence mission of INSCOM's TDA resources and the ability of its TOE units to leverage those TDA assets, focusing their capabilities on the warfighters' intelligence requirements. INSCOM's operational environment extends from the White House to the foxhole. Its support is woven throughout the operational spectrum.

INSCOM soldiers have been in every major gun battle since Just Cause. They continue to be asked to provide on-the-ground intelli-

to national intelligence resources. It also requires the ability to leverage those resources to focus on answering Army warfighter intelligence requirements. INSCOM maintains the force structure needed to operate within the complexities of the intelligence community structure. It provides the "smart bridge" between national and tactical intelligence requirements. This is accomplished through a mixture of TOE and TDA units supported by a variety of DoD programs.

Employing Core Competencies and the Foundation Force

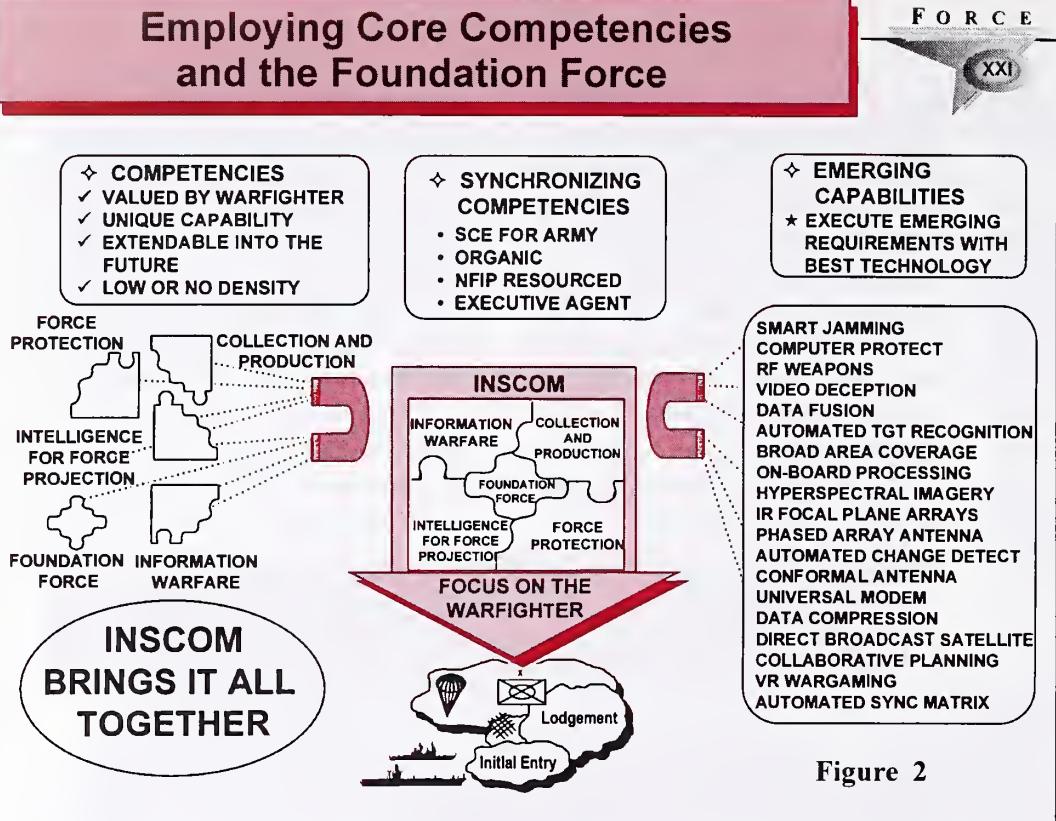


Figure 2

INSCOM is a command in transition. It has been changing since 1990, and is focused on building the Army's premier intelligence unit to meet Force XXI's warfighting intelligence requirements. INSCOM's restructuring will improve its ability to pull together and synchronize the core competencies from all echelons of intelligence activity. (See Figure 2) It will provide the lens through which the core competencies are focused on satisfying the warfighters' intelligence requirements. Re-engineering initiatives include the restructuring of five multi-discipline intelligence brigades into two force projection brigades; implementing the results of the intelligence integration initiative; development of the regional signals intelligence operations centers; building the Land Information Warfare Activity; and assisting the implementation of the Defense Human Intelligence Service under the direction of the Defense Intelligence Agency.

One major function of synchronizing the core competencies is the continuous evaluation of emerging

intelligence requirements and developing technology. This may provide a system to satisfy the new requirements and/or better satisfy current requirements. Examples are radio frequency weapons, video deception, automatic target recognition, direct broadcast satellite, infrared focal plane arrays, phased array antenna, and automated change detection.

INSCOM has been especially successful at exploiting commercial off-the-shelf technology to quickly produce non-developmental item (NDI) systems which meet emerging warfighting intelligence requirements. One of these NDI efforts is the Airborne Reconnaissance Low System which was built and fielded within three years of the U.S. Southern Command's statement of a requirement for an airborne platform with long loiter time and multiple sensors.

Acquisition of commercial, off-the-shelf equipment also accelerated fielding of the All Source Analysis System-Extended (ASAS-E) to echelon above corps units by at least 10 years.

The briefing identified several other facts associated with INSCOM re-engineering efforts which are listed below.

1. INSCOM re-engineering initiatives and organizational changes will reduce the overall military and civilian manpower by 6,884 or 37 percent by 1998.
2. INSCOM headquarters will be reduced by 28 percent.
3. In the TOE force, INSCOM is consolidating five multi-discipline brigades into two force projection brigades. These two brigades will be structured to focus primarily on major regional conflicts and will have the capability to respond globally to military operations other than war.

4. Intelligence assets unique to INSCOM include high frequency direction finding, high power radio frequency jammers, multi-sensor platforms, airborne direction finding, and deployable intelligence support elements for split-based operations.

INSCOM is the single organization in the U.S. Army in which unique and low density core competencies are built by leveraging DoD and national intelligence operations and systems, merged with new capabilities, and focused unambiguously on warfighters' intelligence requirements.



*Lt. Col. John F. Maskavich is the
INSCOM point of contact for Force
XXI and TDA Redesign issues at the
office of the deputy chief of staff
for operations at headquarters
INSCOM.*

Stephanie Johnson is an ASEC contract employee at INSCOM who supported the command in preparing the re-engineering brief.

Training the Force XXI Soldier

The MI soldier of the year 2010 may experience distance learning, a school without walls and a prerequisite to advanced individual training

By Master Sgt. Jerry Quinn and
Chief Warrant Officer James
Mandel

Yesterday, today, and tomorrow. Personnel at the Intelligence Center and School at Fort Huachuca, Ariz., are proud of their continuing role in training military intelligence soldiers. As the Army evolves into a Force XXI structure, the cadre of leaders at the Intelligence Center is planning for its Force XXI mission: preparing tomorrow's MI soldiers to meet the challenge of the 21st Century.

The MI student of the year 2010 will go to basic training before attending advanced individual train-

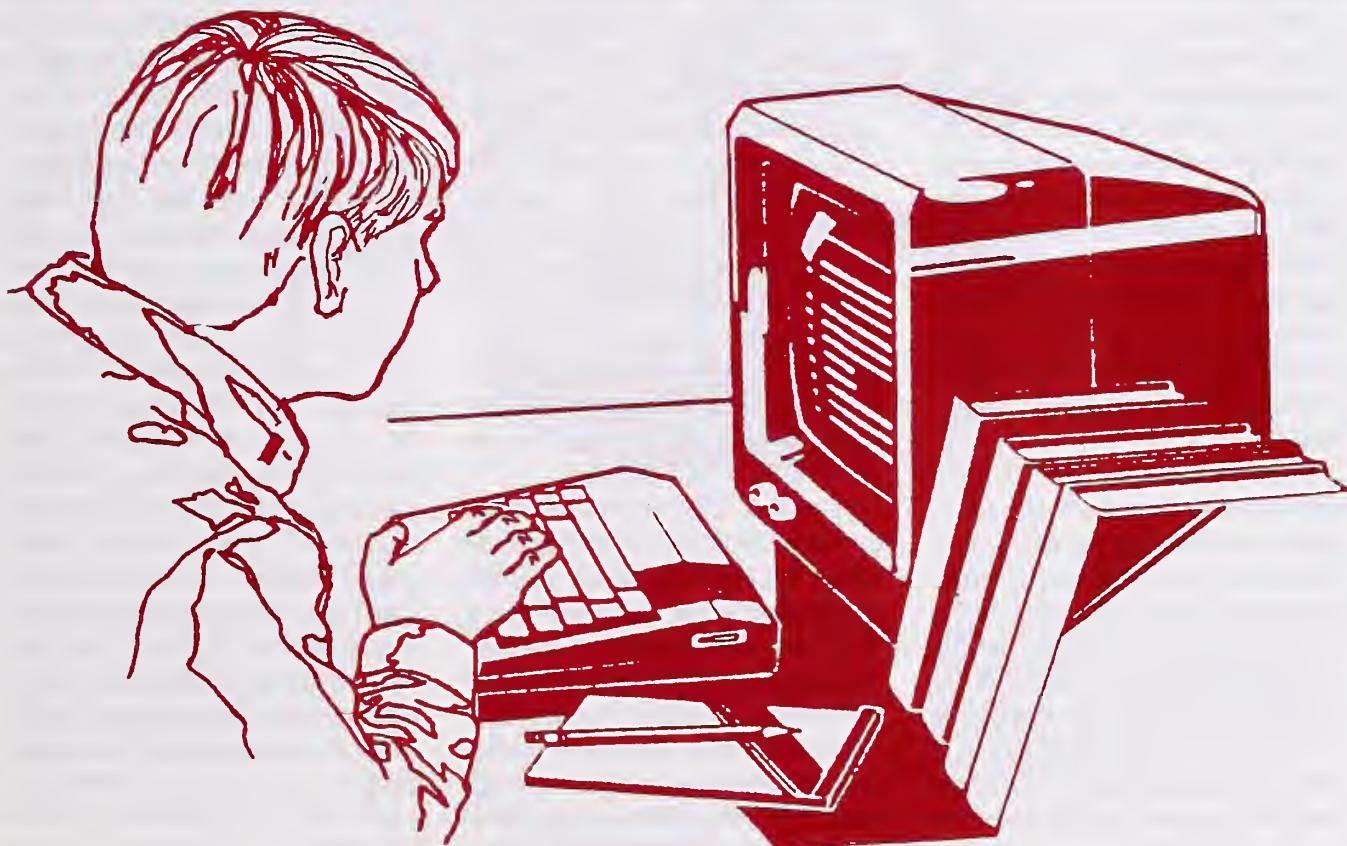
ing at Fort Huachuca, just as many of today's soldiers do. Unlike today's training, though, the MI soldier of the year 2010 may find computer literacy is a prerequisite. The future MI soldier may have to complete and pass certain computer-assisted instruction (CAI) pre-courses before arriving for training.

The range of an MI soldier's training may be divided among resident, video and CD-ROM training modules. Those resident, video, and CD-ROM training modules may be via the Defense Secure Network (DSNET), Intellink, or the Internet. This Training and Doctrine Command (TRADOC) concept, known as "distance learning," embraces any

method available which allows the soldier to work ahead and reduce the time required to complete resident training. The distance learning concept incorporates CAI, on-line instruction, pre-tests and post-tests. Upon arrival at Fort Huachuca, future MI students may be offered an opportunity to take modular pre-tests (mostly common core subjects). A passing grade could reduce their resident training time considerably.

A "School Without Walls"

How can classes be conducted when you have students testing in and out? What about the classroom? The answers to these questions are

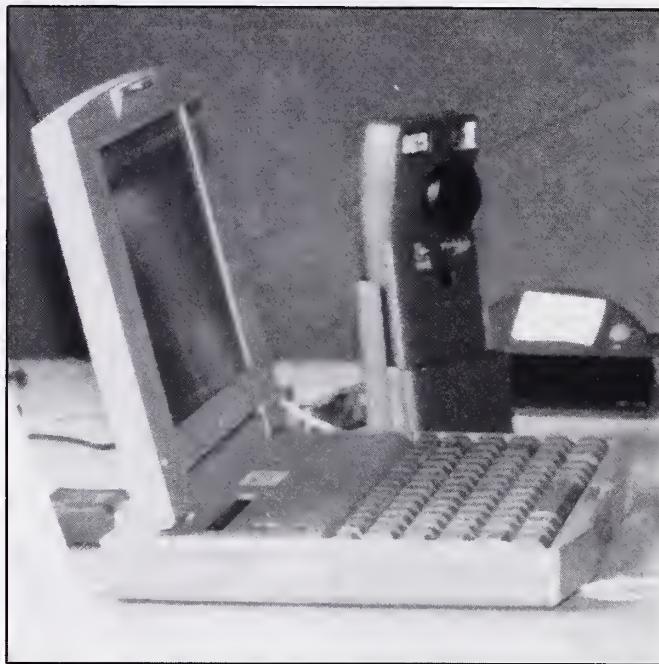


the future of MI training. There may *not* be a classroom as we know it now. Training and proficiency will be a mix among the soldier's unit, the institution, and the soldier's own self-development initiative. Resident training may be CAI and video teleconferencing. The classic classroom situation will *not* exist. This idea is known at Fort Huachuca as the "School Without Walls."

Doctrine itself, the basic guidelines for conducting MI operations, will no longer be published in the field manual (FM) hard copy format. Doctrine is a fluid concept and is constantly evolving. The bottleneck currently faced in disseminating doctrinal changes is the slow publication and distribution process. FM's are available on disk now, but will be on CD-ROM for the MI student of the future.

The Army Correspondence Course Program (ACCP) has thousands of courses for export for military occupational skill (MOS) training, earning promotion points, or for special assignment training. Many of ACCP's courses are still paper-based, but there is a continuing effort to convert them to CAI and add graphics and video. These courses can be used in the classroom or exported to the Reserve Component.

There is one constant: critical tasks will remain critical. The active and the Reserve Components will be pushed to share training because they must perform the same tasks, with the same conditions, to the same standards. The "School Without Walls" concept will enable the RC soldier to work, learn and test at home. The RC soldier will no longer need to squeeze training into one weekend a month.



Officer basic course students receive laptop computers as part of their issue. (Photo by Shirley Startzman)

Centralizing Technology

Dr. Russell Watson, deputy director of the Directorate of Operations, Training, and Doctrine at Fort Huachuca, is organizing a multi-media center to push the Intelligence Center into the 21st century. The multimedia center will be primarily for Fort Huachuca instructors and staff. It will centralize all new technology in one location for display, integration and instructor training.

"Computers are no longer the wave of the future: they are the future. We are in the middle of our growing pains with instructors and staff working at three separate levels: those who are afraid of computers, those with some degree of computer literacy, and the new generation of computer whiz who can do anything," said Watson.

"Our task is to narrow those gaps to meet tomorrow's instructional needs. We are trying to envision the technology which will exist in 15 years and incorporate it into our training plans. To accomplish that task requires vision: 15 years ago when computers were just coming into the workplace, some people were still using slide rules. How many even know what a slide rule is

today? The analogy is the same for MI training at Fort Huachuca; we can only guess at what will be available in 2010. As ever improving and increasing technological advances will drive time lines, it is difficult, if not impossible, to set dates for implementation. The challenge will be to keep up with the technology; hardware and software will become old (outdated) very quickly," said Watson.

According to Watson, MI soldiers may see a consolidation of disparate MI systems, which will simplify maintenance. In the long-term, it will not be cost effective to have a separate system for each MOS or MOS group. It will also require designing and training a more generic analyst.

High Speed Training Changes

Fort Huachuca personnel have made progress meeting the challenge of training the MI soldier of the year 2010. The current officer basic course received laptop computers with their basic literature issue. After class, they log on and get their assignments from the computer screen before reading them.

National Training Center exercises are piped into classrooms at Fort Huachuca either real-time or on tape for study. Language video teletraining (VTT) is happening now and the process can be upgraded for classified subjects as necessary. Installation of the Defense Intelligence Agency's Joint Worldwide Intelligence Communications System will be complete soon; the National Cryptologic School's system is almost ready. Both should be ready for instruction by January 1996.

INSCOM is a Full Partner

Training the MI force continues to be Fort Huachuca's primary focus. Today's young soldiers and officers—the future senior leaders of Force XXI—can rest assured the young MI soldiers who will serve under them will be trained and ready.

As with all other Intelligence Center initiatives which affect soldiers who are assigned to, or bound for, its units, INSCOM is in full partnership with the Intelligence Center on these issues.

Since unit training begins when the soldier leaves formal school training, a planned, logical training progression helps to ensure success. INSCOM personnel participate in all Intelligence Center Critical Task Site Selection Boards which determine the critical skills to be unit trained and the skills to be trained at the Intelligence Center. As technology changes, more of the critical tasks will be trained in units using course materials prepared by TRADOC and the MI Center.

INSCOM leaders supported the initiative to issue laptop computers to students coming through the MI Center's courses of instruction. On several occasions, INSCOM money has helped fund computer/information systems for the school. INSCOM leaders have provided subject matter expertise, funding for technology demonstrations and the equipment required to test new technologies. INSCOM personnel remain committed to working

closely with the Intelligence Center to ensure the MI forces required to fight and win in the 21st Century are properly trained and equipped to win.

Money, Skills and Qualified People Needed

It is not enough to look into the future and see the possibilities which exist. This vision is accompanied by significant challenges. Two of these challenges include a lack of money

and space must be made at the unit level for classrooms and the required communications, computers, data and video-receiving equipment. This includes additional investments for video studios and the cameras, computers, and communications systems supporting them. Investments are needed also for computers and software which allow soldiers to design and make computer-based instruction programs.

Do not forget the *people* part of the equation. The units will need people who can design and create computer training programs; people with the expertise to support computer systems and communications technologies—a whole new training challenge in itself.

With a common vision, teamwork, and a common understanding of the challenges, and planning, MI leaders are working to meet 21st Century training requirements. As the Army evolves into a Force XXI structure, MI training will evolve to meet the needs of that structure.



and a requirement for additional skills. These things won't happen without money. Investments made now ensure the training systems required will be available when the soldiers need them.

Few would dispute it is cheaper to take the school electronically to the student than it is to bring all the students to a single location for schooling. An investment of dollars

Master Sgt. Jerry Quinn and Chief Warrant Officer James Mandel are assigned to the INSCOM Training & Doctrine Support Detachment, Fort Huachuca, Ariz.





The Doctrine Internet

Spanning joint and combined operations, manuals give combat commanders a needed knowledge base from which to drive intelligence in the 21st Century

By Donald W. Cairns

To prepare for the 21st Century, the U.S. Army is making a quantum leap in lethality, mobility and responsiveness to meet any scenario ranging from peace through war and a return to peace.

By harnessing the power of information and technology, it can create an overwhelming force at the decisive moment and location. Army modernization is no longer about systems; it is about capabili-

ties which focus on operational concepts and scenarios, not threats. Operational planning concepts are based on force generation, adaptive planning and innovative force packaging from readiness pools.

The "how" and "what" of the Army has changed, but the "why" remains the same as it has been for over 200 years. Core values have not changed—selfless service to the nation remains paramount.

As Force XXI capitalizes on the information and technology age, it focuses on connectivity and force

tailoring to satisfy warfighting requirements in any scenario. Despite the great success achieved in the last decade, the Army must rigorously assess organizational concepts if it is to achieve its full potential. As in the television commercial in which the only word from the guest speaker was "Wausau," the military also has one main focus: battle command. Battle command is the sum of all battle operating systems in the intelligence and electronic warfare (IEW) community. To make it work successfully, the

Battle Command Training Program (BCTP) was developed. If soldiers are to train as they fight, the IEW training program must be totally integrated into the BCTP. The doctrine must support this concept at every echelon, from the foxhole to the White House.

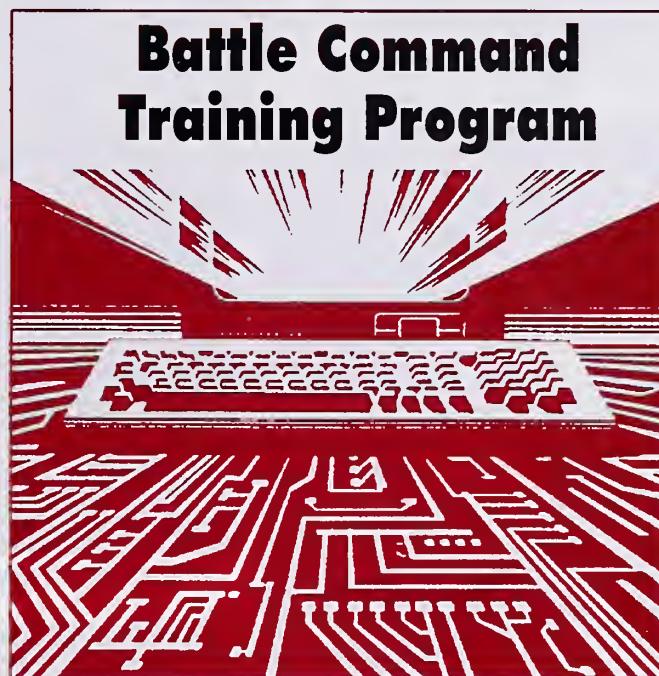
MI soldiers know IEW doctrine, but it doesn't stop there. An essential challenge is to provide combat arms commanders and their staffs with a working knowledge of intelligence doctrine. *Commanders must understand intelligence if they are to drive it.* Today, the commander and the S/G3 must be familiar with intelligence capabilities and understand IEW operations if they are to accurately visualize the enemy and orchestrate the battle plan.

INSCOM plays a major role in the total integration of IEW doctrine into warfighting support. Every 34 series field manual significantly impacts on the theater support brigades and other INSCOM organizations. The INSCOM Training and Doctrine Support Detachment at Fort Huachuca, Ariz., assists in doctrine development to assure the doctrine thoroughly and accurately reflects INSCOM missions and operations in support of the warfighter.

As Force XXI and INTEL XXI evolves, so must intelligence and electronic warfare doctrine. The 34 series and selected 100 series field manuals and joint publications must evolve at the same pace and maintain the same synergy. The IEW doctrine, properly focused, provides the direction to execute force projection operations. These manuals are designed to meet the needs of the combat commander and the commander's staff. They are also

operator guides for techniques, tactics, and procedures.

The first precept in new intelligence doctrine centers on warfighting capabilities: warfighters must focus and drive the IEW system. Baseline doctrine identifies the five IEW force projection principles (a.k.a. the five MI doctrinal tenets): (1) the commander drives intelligence; (2) intelligence synchroniza-



tion; (3) split-based operations; (4) tactical tailoring and (5) broadcast dissemination. It outlines the fundamentals of IEW operations and identifies the levels of intelligence and the measures of effectiveness.

Baseline manuals contain details of collection management, synchronization planning and intelligence analysis, all of which assure battlefield intelligence preparation. They explain how to assist the commander in developing priority intelligence requirements. Collectively, these manuals implement the vision of Force XXI and INTEL XXI. They support the fielding of new IEW systems and the concepts of modern day warfighting. As INSCOM and other intelligence organizations reengineer, add additional responsibilities,

and develop new capabilities, the doctrine must be readily available, easy to reference and totally understandable.

The 34 series manuals address doctrine from various perspectives. There are manuals that define and detail the IEW disciplines such as human intelligence, communications intelligence, image intelligence, technical intelligence, etc.

Some manuals approach IEW by echelon, from armored cavalry regiment through theater Army. Other manuals address IEW by systems, such as the Joint Surveillance Target Attack Radar System or Unmanned Aerial Vehicles. Collectively, the IEW doctrine is designed to allow easy access and reference to any issue.

The U.S. Army will not fight and operate alone. Doctrine must span joint and combined operations. Operations Desert Shield and Desert Storm, as well as operations in Somalia, and Haiti are excellent examples of combined operations.

Army doctrine requires the dynamics of an "Internet" system. It is no longer reasonable to assume a published field manual will stay current for the normal five year cycle. To remain current and relevant, doctrine must be continually updated by the U.S. Army Training and Doctrine Command. Updates are based on the experiences of those using the doctrine. INSCOM entities are critical to the development and refinement of IEW doctrine. This was true in the past, accurate today, and is crucial in the future.



Donald W. Cairns is assigned to the INSCOM Training & Doctrine Support Detachment, Fort Huachuca, Ariz.

"Big East" Corral hosts

By Shirley K. Startzman

Great friends, great food and great games all made the theme of "Great Stuff" a success at the INSCOM Organization Day held at its headquarters in Fort Belvoir, Va., in August. Brig. Gen. Trent N. Thomas, INSCOM commander, began the day with an awards program before inviting his troops to help themselves to the barbecue, the competition and the comraderie.

INSCOM's galloping gourmets offered grilled chicken, hamburgers and hot dogs "smoked" to perfection. Gallons of potato salad, potato chips, baked beans, cole slaw and fresh cut vegetables accompanied the main dishes. A separate table of pastries tempted the sweet tooths of eaters as they migrated to shaded picnic tables.

Law and order in the old East prevailed at the "jailhouse." For the price of a game ticket or two, you could have your favorite "bad guy" hauled off to the hoosegow. Judges also kept the volleyball players on the right sides of the net, decided the real "ringers" at the horseshoe pit and "bagged" the winners in the kids' games.

Before the sun set on the eastern corral of silent warriors, a tricycle race was *said* to have occurred among "warring" directors. Humans are still collecting evidence on the "no holds barred" event and the images are beginning to clear.

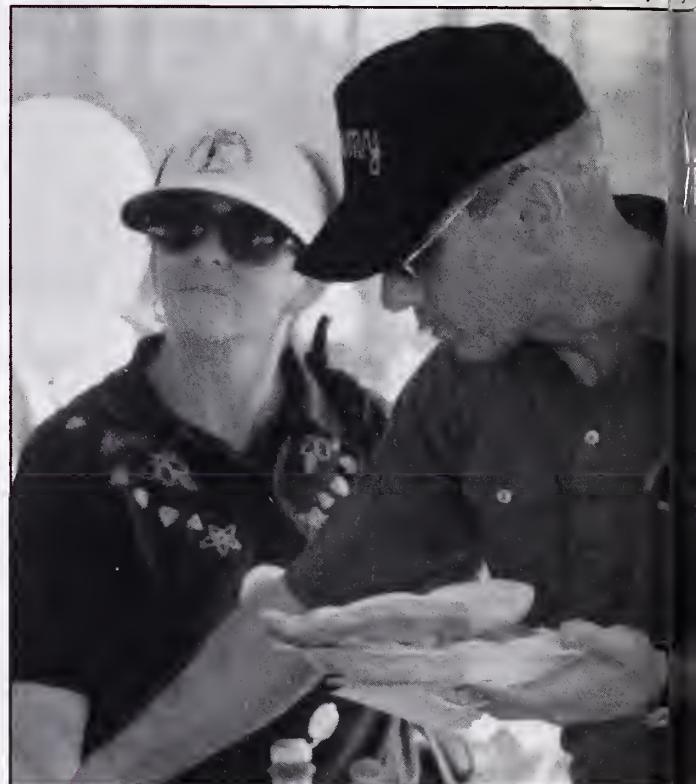
One thing is sure: it was a great day to work at INSCOM.

(Photo by S...

(Photo by Shirley Startzman)



The final jump to the finish line!



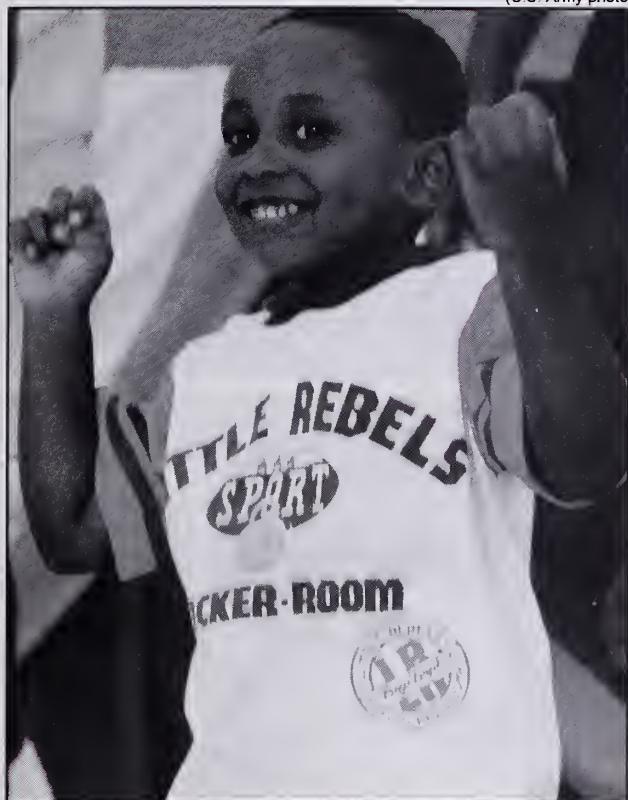
Hungry participants took "one of each" of the main dishes.



Galloping gourmets of the outdoor grill kept the coal h...

INSCOM Day

(U.S. Army photo)



The beat of music kept the kids on the dance

(U.S. Army photo)



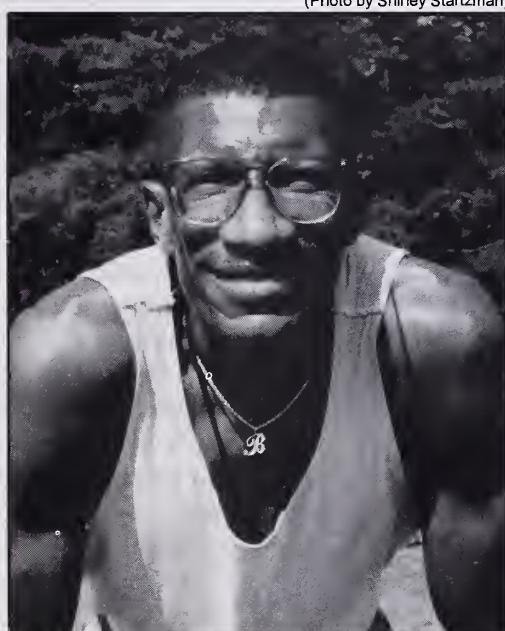
A good time was had by all!

(U.S. Army photo)



and the plates full.

(Photo by Shirley Startzman)



The "old man" was the undisputed winner of the 8k race.



The only place where "closeness" counts.



The INSCOM Training and Support Detachment hits the trail en masse.

...Meanwhile, Back at the Ranch

By Master Sgt. Jerry Quinn
Photos from INSCOM Training
and Doctrine Support Detach-
ment

The pitiless desert sun took cover behind the clouds as members of the INSCOM Training and Doctrine Support Detachment (ITRADS) at Fort Huachuca, Ariz., hit the trail for a unique INSCOM's Organization Day last August. In the spirit of the Old West, the ITRADS action officers and their spouses deployed to historic Ft. Huachuca's Buffalo Corral, renting horses for a two-hour trail ride. Few of the ITRADS personnel were considered "expert" riders and the Buffalo Corral hands chose horses accordingly. After some initial rider/mount confusion, Capt. Phil "Tenderfoot" Miller was coaxed down from Chief Warrant Officer Hathaway McCullough's shoulders by Capt. "Wild Bill"

Evans and the troop hit the trail.

Lt. Col. Kathleen "Annie Oakley" Heaney, ITRADS commander, brought up the rear and administered the "giddy-ups." She also provided the "physical motivation" some horses needed.

Up hill and down dale, the ITRADS team toured the scenic canyons west of Fort Huachuca proper. Chief Warrant Officer Jim "Hoss"

Mandel demonstrated his riding skills to the amazement of other riders, holding on for dear life.

After the first hour, Don Cairns and Arlene Jolly-Hartman demanded a 10-minute break and the group stopped at a shaded stream midway through the course. All riders dismounted and gave their steeds—and themselves—a much appreciated rest before hitting the trail again.

Returning to the stable, the long line of horses and riders briefly skirmished a nest of angry hornets. Equine and human casualties were light (Master Sgt. Jerry Quinn was stung only three times). Shortly after the attack, the horses—who knew their location—smelled their stable and bolted for home, oblivious to the riders' appeals.

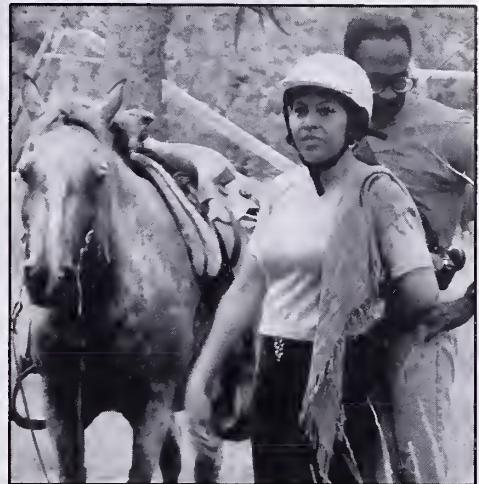
Back at the corral, the ITRADS team stiffly dismounted and walked their mounts to cool them down before returning them to their stalls.



The calm before the invasion of hornets hit the riders and their steeds.



Left: The ride begins.



Top right and middle row: Riders and horses rest at halfway point.

The riders used their own legs to move slowly to the shaded picnic tables, settling in for lunch and board games. The original schedule called for a golf tournament in the afternoon, but the Arizona summer monsoon fell and golf was cancelled. It was just as well, since sore muscles, long inactive, began to stiffen. The effects of the trail ride were still visible in riders the following Monday.



Master Sgt. Jerry Quinn is assigned to the INSCOM Training and Doctrine Support Detachment, Fort Huachuca, Ariz.



The end of the trail!



Leveraging Reserve Capability

This proposal takes a look at improving the wartime structure of existing Reserve Component units from a different perspective

By Col. Roger Wheelwright

As military intelligence professionals, we can all take pride in the key role played by the MI Corps during Operations Desert Shield/Desert Storm. Commenting on the role of theater intelligence, Gen. Norman Schwarzkopf stated, "The great military victory we achieved in Desert Storm and the minimal losses sustained by U.S. and coalition forces can be directly attributed to the excellent intelligence picture we had on the Iraqis." Tall praise, and without a doubt, well-earned.

Yet, to the credit of our corps, we have not rested on our laurels, but rather moved out smartly to develop an innovative Army intelligence strategy for the 21st Century. This effort has borne fruit, and led both the Chief of Staff of the Army and the Commanding General, U.S. Army Training and Doctrine Com-

mand, to comment the "MI is two years out front" of the overall Force XXI strategy. In particular, we have taken on the challenge of insuring that our major area of weakness, timely dissemination, will never recur on the battlefield.

As an active player in the MI Reserve Components for almost 20 years, I believe the reserves can and must play an increasingly significant role in the MI force structure as we approach the turn of the century, in particular because of the "do more with less" requisites of this resource-constrained environment. One good place to begin this smart use of the reserves is in the Corps Military Intelligence Support Element (CMISE).

Not long after the Desert Storm victory, seeking ways to improve the access of echelons above corps national-developed intelligence to a deployed corps, the concept of the CMISE evolved. By the addition of

this relatively lean organization to the corps headquarters, the corps' ability to access echelons above corps national-level intelligence, tailored for the operational and tactical levels of war, was enhanced.

The CMISE significantly improves the corps' access to the many data bases and intelligence products developed at higher echelons—information and products we have learned from experience can be tailored so they are invaluable to the corps/joint task force commander for planning and conducting operations. This window provided by the CMISE improves continuity and timeliness of production at the Corps and below level.

Unlike the Corps Analysis and Control Element (ACE), which deploys with the Corps G2 to the area of operations, the CMISE operates in a "sanctuary," i.e., it remains at home station, electronically linked to its deployed col-

leagues in the ACE. Hence, much of the information the analysts and briefers in the ACE use comes from the CMISE, working in its fixed or semi-fixed facilities at Fort Bragg, N.C.; Fort Lewis, Wash.; or wherever the corps' permanent station might be. The CMISE is in every way engaged in the battle.

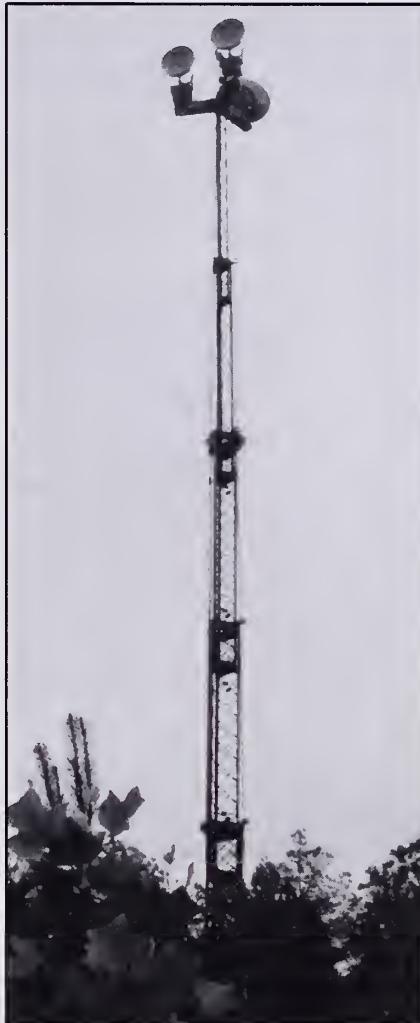
During peacetime exercises, with some augmentation, the CMISE works 24-hour shifts, and contributes much of the product and data needed by its deployed counterparts. These soldiers are deeply involved in collection management, signals collection, counterintelligence, interrogation support, and production and analysis. These soldiers are so committed to the battle, they are normally exempt from normal corps exercises and post support duties.

As noted above, however, the CMISE is a lean organization, and hence cannot sustain 24-hour operations in a real-world contingency. At its inception, the intent was never to require the CMISE to perform its mission without the ACE for any sustained period. When the refined concept indicated the CMISE would be the homebase-bound part of a "split-based" team, it became clear the CMISE required personnel augmentation. Put another way, when the ACE deploys for a sustained period, there is an immediate need for people in the CMISE. This problem is particularly exacerbated because peacetime strength levels of the CMISE are usually well below authorizations.

Here is a tailor-made mission for the MI Reserve Components. Regardless of whether the ACE deploys or not, our MI reservists offer a viable, cost-effective solution to the staffing needs of the CMISE. Under normal circumstances, our reserve units support active component Capstone missions.

In my area of operations, the West Coast, the local U.S. Army Reserve

MI Brigade provides qualified reservists as "contributory" support during crises or planned exercises. In short, there is a trained, existing capability resident in the brigade's U.S. Army Reserve units, all of which receive regular, focused live environment training to harden their MI skills and fine-tune readiness.



U.S. Army Reserve assets include the ability to setup communications and collect information. (U.S. Army photo)

Why not develop plans to intensify the ties and use of these trained MI professionals in the CMISE? It makes plenty of sense, is consistent with our doctrine, and, by the way, we're talking cost effectiveness at a time when the purse strings are tight. Let's look at how it would work.

Within the U.S. Army Reserve MI Brigade is a joint collection management activity. This element lends itself to easy restructuring to tailor it for CMISE augmentation. The first step would be to develop a collection management branch, composed of collection management teams. Concentrating on requirements identification, the teams would establish and maintain an Intelligence Operating Facility overview of all collection systems, missions, and assets. These teams, with an all-source focus, trained in operational collection management and the importance of IEW synchronization, would be immediately available to augment the CMISE when the call comes. In a similar vein, other assets of the U.S. Army Reserve MI Brigade would organize into distinct analysis and production teams, focused on those regions of contingency interest to the parent corps, and again, ready for the call.

To ensure continuous availability, MI reserve component elements designated as CMISE augmentation would distribute annual training throughout the year. When these units are under operational control to the active component corps, they would take their training lead from the active component parent corps. Thus, just as the corps would be responsible for requirements identification, technical assistance, direction, and quality control of the reserve component unit, the corps would play a key role in managing the training of the CMISE augmenting U.S. Army Reserve unit.

The result? In every respect, the active component corps CMISE absorbs the reserve component augmenting unit into its operations—true partnership! Will it work? I believe so. We already have examples of reserve component SIGINT collection teams trained to such a high degree of readiness they can step in and seamlessly spell their

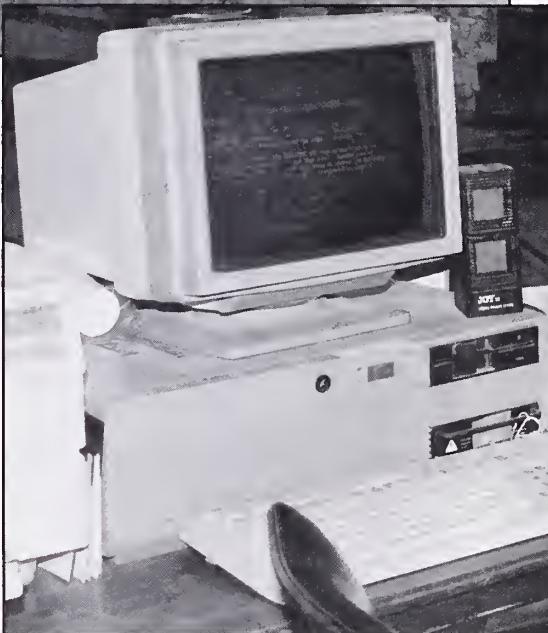


active duty counterparts. When they do, they permit the SIGINT Readiness Facility (SRF) to operate around the clock.

Other reservists skilled in imagery, counterintelligence, interrogation, and debriefing could likewise support either the CMISE or the ACE. The idea is simple, and would work well because reserve component units are already capstone to corps units and have complementary and supporting missions.

Along the same lines, as an added benefit, assignment of specialized projects to reserve component cells or to individual reservists also makes good sense. In this manner, the MI reserve component can provide better support during specific contingencies or surge periods. They can fill critical personnel shortfalls or mission inadequacies in the CMISE. As examples, reservists could be used to establish automated intelligence reference libraries, data base downloads or exchanges, or they could be challenged to work out solutions to systems' architecture problems.

The corps, using its reserve component assets as described above, opens new financial resources. For



(U.S. Army photo)

both the newly established Defense Intelligence Reserve Program and the familiar GDIP program can be tapped for funds to support reserve component "contributory" operations and supporting REDTRAIN programs.

Finally, if the MI Corps were to actively pursue this modest proposal, it argues convincingly for two reserve component MI brigades, vice the one brigade currently in the force structure. On the West Coast, the existing MI brigade has sufficient assets to provide multi-disciplined CMISE and other aug-

When U.S. Army Reserve units are called to augment active duty units, field operations can be conducted continuously.

mentation in the Pacific Command area of operations. In the Pacific, such support could commence immediately. We would have to make some changes on the East Coast. Specifically, it would be advisable to restructure existing MI reserve component units into a brigade that could provide tailored support for Southwest Asian, Latin American, or European contingencies. This is, in my view, far from a "mission impossible." The existing MI battalions, companies, and strategic MI detachments could be rolled up into one MI brigade that would mirror the concept as it already exists on the west coast.

The opportunity beckons. The assets are out there, and, as those who have dealt with the reserve components know, they represent a treasure-trove of talent and dedication. The current CMISE concept affords us an excellent chance to further integrate our reserve component capabilities with the active force. The case for such a program is both compelling and timely. Our MI Corps, true to its motto, is "always out front." This is yet another opportunity to prove it.



Col. Wheelwright is assigned to the Office, Deputy Chief of Staff for Operations at the 124th Regional Support Command, Fort Lewis, Wash.

(continued from page 9)

Reserve in order to reclassify as an administration specialist (MOS 71L) and go to college. College turned out to be duty in Saudi Arabia in 1991, serving with the 402nd Military Police Camp. She was her battalion's personnel administration center clerk. "I was scared, of course, but it wasn't that bad. We set up tents for the prisoners and were responsible for feeding, clothing and taking care of the prisoners—18,000 of them!" she said with pride.

When she found she could re-enlist for active duty as an account-

tant (MOS 73D), she reclassified again and started down the road to INSCOM NCO of the Year. For soldiers considering the competition next year, Miller offers some inside advice. "Make every effort to compete and win at these boards because it teaches you all about the Army doctrine and policies of various regulations....and all about soldiering. Even if you don't win, you learn, so use what you learn," she said.

Miller continued to speak about her pride in America and the U.S. Army. "I believe in America and the rights we have in our country. You can do anything you want in

America," she said, drawing a breath. "We're very demanding and very spoiled, but we have a right to be both. We fought for it voluntarily. We're one of the few nations who have soldiers who give their lives voluntarily for their country. Being a soldier instills pride and a bonding with others you don't build outside of military life," she said.



Mrs. Startzman is editor of the INSCOM Journal.

(continued from page 9)

tions to his unit's linguist mission," he added.

The competition, which is open to all linguists—enlisted, officers and civilians—is a nominative process. Each brigade forwards a package which includes the commander's nomination memorandum, the individual's DA Form 330 (Linguist Proficiency Questionnaire) and a narrative written by the soldier. This year, the narrative was titled "Improving the Linguist Incentive Program."

INSCOM headquarters and its brigades judge an individual's contributions to the unit as a major portion of the process. Gloer's contribution has reached past the brigade to the total Army.

He developed and wrote, over four months, a practice Defense Language Proficiency Test (DLPT) patterned after the new DLPT IV. According to Col. Wayne M. Hall's nomination letter, those tests are "crucial in ensuring our linguist continue to maintain high DLPT success rates."

Gloer said he developed the practice test using native language materials, and designed it for unit use. "It was so well received, (it was) exported through the Army."

Gloer, who has maintained a top DLPT 3,3 score since 1990, developed his own language immersion program of reading, speaking and listening. According to Hall's

(U.S. Army photo)



Staff Sgt. David W. Gloer

endorsement, Gloer used it as the basis of his thesis titled "Audio Immersion, Its Effectiveness As A Strategy for Acquisition of Korean by Anglophones," to earn a master of science degree in linguists.

His language skills can also be attributed to the amount of time he is assigned to Korea. Gloer said he spends only 12-18 months in state-

side assignments before returning to Korea. He has served over eight years in country to date.

In recognition of his achievements, Gloer received a number of awards and certificates during the INSCOM Linguist of the Year ceremony held during this year's commander's conference.

Col. Vladimir Sobichevsky, commandant of the Defense Language Institute, Foreign Language Center, Presidio of Monterey, Calif., presented two dictionaries—Korean to English and English to Korean.

Susan N. Rudy, chair of the Directorate of Central Intelligence Foreign Language Committee, also made a presentation.

The highest praise of all comes from his brigade commander, Col. Wayne M. Hall, who asserted in his memorandum that Gloer "cares for his soldiers, sets the example, teaches, coaches, and is one of the most dedicated NCOs in the 501st MI Brigade."



Master Sgt. Fischer is the public affairs NCOIC at INSCOM headquarters, Fort Belvoir, Va.

Miles and Miles of Miles Gear

During the "Mighty Pig" exercise, if a soldier didn't use tactical patrolling techniques, the soldier was "shot," results were undeniable

Story and photos by Shirley K. Startzman

"This training will give the military police soldiers a broader set of experiences from which to understand how military police perform combat support missions. We have tactical scenarios planned into the training to enable soldiers to work on several skills simultaneously. If a soldier is 'wounded,' team members need to administer first aid, and

call for an air medical evacuation, for example. The Mighty Pig's (exercise) purpose was to train up and build a cohesive team," said 2nd Lt. Jeffrey W. Moran, platoon leader for the Military Police Platoon, 297th MI Battalion, 513th MI Brigade, Fort Gordon, Ga.

Leaders of the Mighty Pig exercise aimed their sights at triple objectives: (1) develop basic soldiers skills and military police related skills in a wartime environment; (2) cultivate leadership skills in junior

NCOs and enlisted soldiers; and (3) build unit cohesion. They used MILES gear to provide realistic training to soldiers, forcing them to think more tactically as a unit.

MILES gear, known as the Infantry System in Training Manual 9-1265-



Sgt. 1st Class Louis Abreu (left) holds the controller's gun while discussing the concept of the next scenario with 2nd Lt. Jeff Moran.





Military police soldiers return to the rendezvous point to have MILES gear activated for the next scenario. Inset: The M-16A1 Small Arms Transmitter was modified for the M-16A2 weapon.

turns it off, so there is never a dispute on whether or not a soldier was hit. The umpire also carries the controller's gun, trigger and switches. The umpire uses the small arms alignment fixture assembly to align the transmitter to the weapon sights and verify the transmitter's operability.

Soldiers learn after a few short scenarios to think as a team; if a team loses two members, their ability to achieve an objective is severely threatened. MILES gear is unforgiving; if a soldier is spotted and "killed," aggressors know the soldier's unit is near and will look for them, too. Conversely, if an aggressor is spotted and "killed," the unit uses extra caution because they know other aggressors are near.

According to Moran, his platoon learned to stay calm when an aggres-

211-10, is worn by soldiers participating in field training exercises. The gear allows a soldier to "shoot" an aggressor without fear of injury while receiving immediate feedback: if the soldier's aim is true, the "hit" sounds an immediate, electronic tone through the use of battery-powered laser transmitters and detector assemblies.

When a soldier fires a weapon equipped with a small arms transmitter, the transmitter sends an invisible beam of radiated energy (laser) toward a target. The target is usually another soldier wearing a man-worn laser detector assembly which senses the laser beam and sounds an alarm when hit. The alarm signals one of two tones; a "kill" of the soldier wearing the detector assembly, or a "near miss" by the laser beam. A soldier wears two parts to the detector assembly: a helmet harness and a torso harness. A "hit" can be scored by receptors in either harness.

The signal from the laser detector is turned off by using a green controller key carried by the exercise umpire. A hit sounds until the exercise umpire or controller physically



Spc. Chris Potter wears the Man Worn Laser Detector torso harness, part of the receiving unit of MILES gear.

sor jumped up and drew attention....often this was "bait" to lure his soldiers into firing and giving away their own positions.

"By training in a tactical environment with blanks, flares, artillery and grenade simulators and MILES gear, we were able to get more out of our time in the field and become better soldiers," said Moran.

The field training exercise allowed the military police platoon to work as a team on several soldier skills needed during wartime. Junior NCOs and enlisted soldiers also learned to take the initiative to warn others if they observed aggressor actions in the field.

"These soldiers normally work in a garrison environment providing physical security for the 513th MI Brigade," said Sgt. 1st Class Luis Abreu, platoon sergeant. "By coming out to the field, we experienced a chance to do something different. We shared ideas, learned from each other and got a chance to train somewhere other than in a garrison environment, which is essential for maintaining tactical military police skills," he said.



Sgt. Douglas Guy gets the alarm activated on his torso harness. Activated by a laser beam, the green controller key turns off the alarm.



Mrs. Startzman is editor of the INSCOM Journal.

902D STRIKES GOLD

Colorado Springs MI Detachment are dead-eyes at the Ironhorse Sportsman Marksmanship events

By Chief Warrant Officer Marcus Hann

It came, it saw and it conquered the annual Fort Carson Ironhorse Sportsman Marksmanship events. The "it" traditionally has been the Colorado Springs Military Intelligence Detachment, 902d MI Group, and this year was no different than previous years. The detachment finished with seven medals in 13 matches: one gold, four silver and two bronze medals.

The *Week of the Ironhorse* is an annual olympic of sporting events sponsored by the 4th Infantry Division (Mechanized) and Fort Carson, Colo. Top events range from a marathon run to Pikes Peak's 14,110 foot summit, mud wrestling, a chili cook-off, sportsman marksmanship, soccer, static displays and horseshoes, as well as family and kid's events.

Since 1991, the Colorado Springs Military Intelligence Detachment has "mined" a lot more precious medals in the marksmanship matches than any other unit in the Fort Carson community (14 gold, eight silver and four bronze medals).

In 1991, the 902d's Colorado Springs Military Intelligence Detachment brought home two gold medals and one silver medal. Chief Warrant Officer Marcus Hann, a former member of the All Army Rifle Team, won a gold medal in the .22 ironsight rifle and a silver medal in the .45 bulls-eye centerfire revolver events. Larry Marty, a

civilian special agent and a former member of the Fort Devens', Mass., Pistol Team, brought home the gold medal in the centerfire bulls-eye pistol event.

In 1992, Hann used a Remington model 513T rifle to capture a gold medal in the .22 ironsight rifle match, then switched to a Smith &

muzzleloading rifle big game hunter, used his .54 Thompson Center Hawkin to win a gold medal in the muzzleloading black powder rifle match and a bronze medal in the black powder cap & ball revolver match using his .44 Ruger.

In 1993, the detachment smoked the competition, winning seven medals. For the third consecutive year, Hann won gold medals in the .22 ironsight rifle event and in the scoped high power rifle match (using his new 30.06 model 700 Remington). Marty again won gold medals in the .22 pistol and bulls-eye centerfire pistol matches. Housman "smoked" a gold medal in the muzzleloading black powder rifle match and took the silver medal in the cap & ball black powder revolver match. Capt. Thomas Lempp, former commander, borrowed Hann's rifle and won a bronze medal in the .22 ironsight rifle match. 1993 was the detachment's best year with five gold medals, two silver medals and one bronze medal.

In 1994, the detachment captured only three gold medals in *The Week of the Ironhorse*.

Hann again won the .22 ironsight rifle and scoped high power rifle matches and Marty won the gold in the .22 pistol match. Hann and Marty were the only shooters from the 902d in the Ironhorse that year. Hann and Marty also participated in the horseshoe throwing event. Marty explained the less than "golden" experience: "I just threw the shoes to Hann who threw them back at



Larry Marty watches the bulls-eye as a team member competes. (Photo by 902d MI Group)

Wesson model 1955 to win a silver medal in the .45 bulls-eye centerfire revolver match. For the second year in a row, Marty, using his model 1911 .45 automatic, took home a gold medal in the bulls-eye centerfire pistol match. He used his Ruger Mark II to win a silver medal in the .22 pistol event.

Robert Housman, another of the three civilian special agents and a

me." The two decided to stick to their guns the next year.

This year marked the fifth year in a row Hann has won the gold medal in the .22 ironsight rifle event. He shot his way to a silver medal in the scoped high power rifle and a bronze medal in the ironsight high power rifle matches. Marty repeated his performances by taking the silver medal in both the .22 pistol and centerfire bulls-eye pistol matches. Housman took the silver medal in the black powder muzzleloading rifle match and the bronze medal in the cap & ball black powder pistol match.

The Colorado Springs Military Intelligence Detachment has its reputation in and around the Fort Carson community as being the one to beat during Ironhorse. Personnel from the 4th Infantry Division came to the competition and first checked the events the detachment did not enter.

In addition to the individual medals, points are awarded toward company, battalion, and brigade level trophies. A gold medal is worth 30 points; silver, 20 points and a bronze, 10 points. Usually, the detachment leads all other company-



Chief Marcus Hann received his fifth consecutive gold medal in the .22 Ironsight Rifle match. (Photo by 902d MI Group)

sized units at Fort Carson in the overall point standings for the first few days of Ironhorse. With only five assigned personnel, it falls behind the other company-sized units who participate in almost all of the events.

The Colorado Springs Military Intelligence Detachment competitors are an average age of 43 years; they have never been last at the final point tally and have always been first at hitting the gold and silver medals in the sportsman marksmanship Ironhorse events.

(Photo by 902d MI Group)



Larry Marty was awarded a silver medal for the .22 Pistol match.



Chief Warrant Officer Hann is the operations officer for the Colorado Springs MI Detachment, 902d MI Group.

Do You Know an INSCOM Athlete or Volunteer?

The INSCOM Journal staff is looking for outstanding athletes and volunteers for a "special people" section. "Special people" include all INSCOM military, civilians and family members as well as Reserve units who will go to war with INSCOM.

If you know a "special person who matches the following requirements, give us a call at DSN 656-6325/commercial 703-806-6325 and tell us who they are and how to contact them.

Tell us about individual athletes or winning teams who competed at championship levels.

Also tell us about outstanding volunteers who make a difference in Army and community programs.

Thanks for your anticipated help in finding these special INSCOM people!

GOLD SWORD III UPDATE

The 800th Military Police Brigade shares details of this field training exercise in a report from “the other side of the fence”

By Major Richard D. Hyman

Over 500 military intelligence soldiers from nine different military intelligence units hit the field during this year's GOLD SWORD III training exercise.

Conducted at Fort A. P. Hill, Va., in May, the U.S. Army and U.S. Army Reserve soldiers trained side-by-side with members from the U.S. Marine Corps Reserve, U.S. Navy Reserve, and British Counterintelligence. While the 800th Military Police assumed the role of overall exercise director/controller, the 202nd Military Intelligence Battalion, 513th Military Intelligence Brigade was the senior military intelligence unit in the task organization. It was responsible for command and control purposes for all military intelligence units.

The six-day GOLD SWORD III “rear battle” exercise provided a means to assess the mission capabilities of over 60 units and 3,500 soldiers in various responsibilities. Scheduled every other year, the exercise has alternated as either “GOLD SWORD” or “TOREADOR SWORD.” Planning for either of the exercises begins 18 months in advance.

The 800th began planning GOLD SWORD III in January 1994, hold-

ing four in-progress reviews, a pre-camp exercise and several on-the-ground reconnaissance missions. The Middle Eastern (Turkish) scenario was designed to function on two map series. The first series, the “play” situation map, took place in the Turkish/Iranian border. The second map series were played on the Fort A.P. Hill, Va., topographical map

everyone to use. The play book also provided the “big picture” of all the units’ activities, which improved communication among all the players.

Knowing the whole scenario enabled the military intelligence units to enlarge their specific training objectives in several ways. First, they supported the military police

units in their enemy prisoner of war missions, via interrogation and document exploitation. They also weaved a military intelligence specific exercise known as Kurdish Inquisitor into their training exercise. The 18th Military Intelligence Battalion, a Germany-based unit, tailored the “canned” Bavarian Inquisitor to fit the geographics of the GOLD SWORD III Middle Eastern scenario. Their end-product was further refined by personnel from the North-East, Regional Training

Site-Intelligence at Fort Dix, N. J. This element participated in GOLD SWORD III for the first time.

The 202nd MI Battalion provided a liaison element to the 800th MP Brigade S2, Tactical Operations Center headquarters location. This two-soldier team provided multi-purpose support 24 hours-a-day throughout the exercise. The benefits of this team to the 800th



From the guard post, members of the 800th Military Police Brigade watched all activity inside the compound. (Photo by Shirley Startzman)

sheet. This ‘on the ground’ map allowed personnel to track actual situations and activities of the military police and other combat support type units.

One improvement over previous exercises was the play book development. The scenario and over 300 situational messages were contained in the GOLD SWORD III play book, providing the total package for

included having on-site subject matter experts for quick response. Further, the team provided hands-on training in military intelligence areas unfamiliar to the junior personnel assisting the brigade S2 staff.

The five professionals assigned to the 800th MP Brigade S2 section received additional support for the exercise. Personnel from the 496th MP Battalion, San Jose, Calif.; the 24th MI Battalion, Staten Island, N.Y.; and the 211th MI Company, Bronx, N.Y., provided trained personnel to supplement the S2 section. The 211th MI Company and the 24th MI Battalion are subordinate units of the 800th MP Brigade during peacetime. The lessons learned from this supplement include the fact military intelligence personnel can be quickly integrated into military police operations with little, if any, turbulence. Further, this cross-leveling of support personnel may very well occur in times of mobilization; doing so in the case of this exercise was good practice.

The overall exercise gave the active component the opportunity to train as they would fight with their reserve counterpart. According to Maj. David Thurlow, the S3 for the 202nd MI Battalion, the exercise gave them their only chance to train with their counterpart.

The integrated training allowed for issues to be resolved in a training atmosphere with a spirit of cooperation among the participants. One issue continues to be studied for resolutions. To enhance a sustained operation exercise of the size and scope of GOLD SWORD III, the 800th Military Police Brigade needed the services of a "task-organized" order of battle/all source element cell. The personnel were needed early on, both in the pre-planning stages and throughout the actual exercise. In actuality, this did not happen. In the future, brigade personnel will solicit for this type support early in the planning stages



Concertina wire was used to "secure" the field training exercise site.

(Photo by Shirley Startzman)

to ensure the assets are made available for all phases of the exercise.

Overall the highly-visible exercise was a resounding success, which directly reflected on the diligent work of many people. Open and honest information and staff coordination between the military intelligence and military police units played a very significant part in this success as well. Members of the 800th Military Police Brigade look forward to continuing the relationship with, and the opportunity to train with, the 202nd Military Intelligence Battalion. The commander of the 202nd, Lt. Col. Michael W. Boardman, briefed Lt. Gen. Steven L. Arnold, commander, Third U.S. Army, on his desire to possibly train with the 800th Military Police Brigade at Fort Gordon, Ga., in 1996.

Col. Robert G. Mennona, commander of the 800th, also praised the interaction with the military intelligence units. "The support and participation by the military intelligence community has been fantastic. It is great to see this large number of intelligence personnel working hand in hand with our military police. This training realism shows exactly what it's all about in any type environment," he said.

The value of this integrated training was reflected in individual soldiers' comments.

"GOLD SWORD III for me was the best training scenario I have been involved in yet. I worked together with other military intelligence personnel with completely different backgrounds. I had the opportunity to perform missions that I had trained for. I came away with a great deal of new knowledge and experience," said Spc. Christopher McKay, 211th MI Company, Bronx, N.Y.

1st Lt. Paul R. Almanza, a member of the 496th Military Police Battalion in San Jose, Calif., also considered the training valuable. "Coming to A.P. Hill, Va., to take part in GOLD SWORD III has been a terrific experience. Having the chance to work one to one with active component military intelligence personnel has been rewarding. As a school-trained, military intelligence officer (assigned as an S2), I'm happy to be able to practice my skills in a real challenging test. I look forward to being called upon to be a part of future similar exercises," he said.



Major Hyman is the S2, 800th Military Police Brigade, in Uniondale, N.Y.

Thanksgiving

An Attitude of Gratitude

By Chaplain (Col.) James E. Russell Jr.

In the month of November, we celebrate Thanksgiving Day. On this special day, we remember with gratitude the God who provided for our needs throughout the year, and we intentionally and actively offer up thanks to this compassionate, all-knowing, and forgiving Heavenly Father.

An atheist has been defined as "that frustrated person who, when he feels grateful, has no one to thank." The fact of the matter is many people never get to the point of feeling grateful. For them, complaining and grumbling seems to be so much easier and more natural. The act of "thanksgiving" or "giving thanks" requires a conscious effort on our part to cultivate an "attitude of gratitude." As we develop this attitude we find we have failed to notice blessings and have taken others for granted.

An old-fashioned hymn provides a simple strategy for cultivating this "attitude of gratitude." It goes:

*When upon life's billows you are tempest tossed,
When you are discouraged, thinking all is lost,
Count your many blessings, name them one by one,
And it will surprise you what the Lord hath done.
Count your many blessings, name them one by one,
Count your many blessings, see what God hath done
Count your many blessings, name them one by one;
And it will surprise you what the Lord hath done.*

The simple discipline of taking an inventory of the good things you enjoy is the first step in developing the quality of thankfulness. In our human relationships, as well as our relationship with God, it is important to take notice of the kindness and thoughtfulness of others.

A wise person has said, "There is a sense in which no gift is ours until we have thanked the giver." To reflect upon and enumerate the blessings of your life is only the first step in cultivating an "attitude of gratitude." The second step is to intentionally identify the source of the blessing, or the giver of the gift. While many claim to be

"self-made" people, most of us will acknowledge that much of what we have, we have received.

Having identified the source of the giver, one final step remains. We must intentionally and consciously offer thanks to the giver. Some might say that there is no need to offer thanks for God's gifts. "I earned it" or "I deserved what I got," they argue. In reality however, we must thank God not only for giving us much more than we deserve, but also for not giving us what we do deserve—even when we have ignored his laws and broken his commandments. In the words of faith, the generous, giving and forgiving impulse in God's character is called, "grace." It is the source of every good gift bestowed on His people. It is the inspiration for the ancient song of worship, "Praise God from Whom All Blessings Flow."

Are you a thankful person? During the Thanksgiving season, I encourage you to intentionally thank God and others for the many blessings bestowed upon you. Consider the three-step formula for cultivating an "attitude of gratitude:" (1) take a mental inventory of your blessings, (2) identify the source of those blessings, and (3) intentionally and consciously verbalize your thanks to the giver.

I encourage you not to succumb to society's call to celebrate "Turkey Day," an exercise in self-indulgence and gluttony; but to respond with heartfelt appreciation to celebrate "Thanksgiving Day." On this day, count your blessings, then with heartfelt appreciation, give thanks to God for family, friends, loved ones, the privilege of living in a great and free nation, and for all the other undeserved and unearned blessings which He has so graciously lavished upon you.



Chaplain (Col.) Russell is the command chaplain of the U.S. Army Intelligence and Security Command at Fort Belvoir, Va.



TRICARE is on Its Way

TRICARE is here to stay according to Dr. Stephen Joseph, assistant secretary of defense for health affairs. It is scheduled to be available throughout the United States (including INSCOM units) by May 1997.

Region 11 (Washington and Oregon) is up, and the General Accounting office found DoD's contract evaluation process sound, said Joseph.

One change in the system allows CHAMPUS to assist contractors in making their systems work with the Composite Health Care System, the military's medical computer system. Contractors can register and enroll beneficiaries in TRICARE, collect other health insurance information and schedule appointments, he said.

New TRICARE regulations are at the Office of Management and Budget for comment, Joseph said.

One new rule provides higher priority for TRICARE Prime enrollees. TRICARE Prime is DoD's health maintenance organization option, which saves enrollees money in exchange for their agreement to obtain care from a DoD-approved network of military and civilian providers.

"This means eligible military retiree enrolled in TRICARE Prime will have a higher priority for care in military treatment facilities than an active duty family member who has chosen not to enroll," Joseph said.

The new regulation also lowers enrollees' out-of-pocket expenses to \$3,000 compared with \$7,500 for regular CHAMPUS. Enrollees will also have the option of paying the enrollment fees, \$230 per individual or \$460 per family, in quarterly installments. (Evelyn D. Harris, American Forces Information Service)



Step on It Safely

Trucks in the M939 series have automatic transmissions, power steering and air brakes with 83 percent of the braking power in the rear. Since 1991, the Army has lost 39 soldiers in 403 M939-series vehicle

accidents, in part due to drivers unfamiliar with its system.

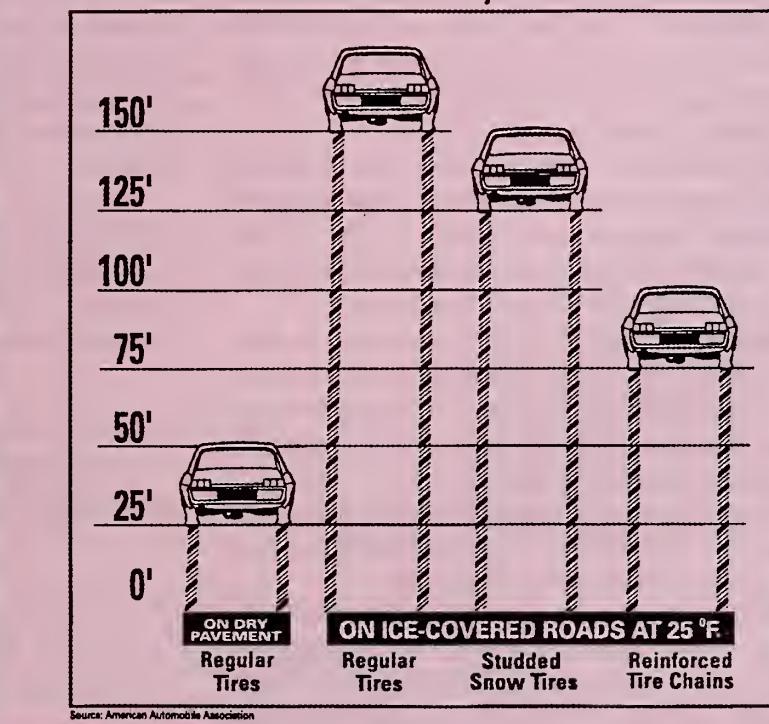
If you are an INSCOM driver of a M939 family truck, *apply brakes gradually when stopping*. If you panic and slam on the brakes, the vehicle wheels lock and the engine stalls, causing you to lose power steering control. We need you, so "step on it" safely. (Army Ground-Accident Report Countermeasure)

Army Wins 24 of 42 Medals

Military athletes won 42 medals in 10 sports at the recent U.S. Olympic Sports Festival in Colorado. The annual competition features the nation's top amateur athletes in pre-Olympic competition — one year before the 1996 Olympic Games in Atlanta. For the record, the U.S. Army grabbed 24 medals, U.S. Navy, seven medals; U.S. Air Force, six medals; and the U.S. Marines, 5 medals. (American Forces Information Services)

Winter Braking Distances

from 20 mph



Go ahead and make my day!

You can make your soldiers' careers by counseling and evaluating them throughout their NCO-ER rating periods and by using resident experts

By Command Sergeant
Major Sterling T.
McCormick

The Noncommissioned Officer Evaluation Reporting System (NCO-ER) was designed to assist in the development of our NCO Corps. The overall acceptance and success of the NCO-ER is directly attributable to leader/supervisor involvement in maintaining the best NCO evaluation system the Army has ever developed.

Each and every one of us is charged with sustaining the success of this system. Our NCO Corps needs it to meet the professional challenges of the future. With a smaller Army, the competition for promotions, assignments and school selections is tougher than ever. Our NCOs deserve and need our help. It is imperative that we take the time and care throughout the rating period to give a fair and honest evaluation of our NCOs.

We must continue to work those areas that need some attention by our leaders. I would hope first sergeants and command sergeants major are used as the resident experts of our NCO-ERs. They should review and monitor these reports for accuracy and timeliness.

Emphasis must be given as much as possible to quality face-to-face counseling. We must start with defining clear expectations, standards and performance measures. Soldiers will never be aware of where they stand, what is expected of them, or how to improve if proper counseling is not accomplished. Counseling must also be timely. It is difficult to sit down and think about what a soldier has done for an entire year.

Excellence ratings not supported by objective bullet comments do not help the soldier. Our DA selection boards know the standards for solid ratings. I strongly request your assistance to continue training in this area.



Command Sgt. Major Sterling T. McCormick (center) talks with INSCOM soldiers. (Photo by Shirley Startzman)

We must also train our civilian work force and sister-service supervisors to do their parts in the evaluation, counseling, and career development of our NCOs. These evaluations and counseling sessions should be a normal process in their daily duties as rating officials. The results of procrastination in following the steps to develop and prepare NCO-ERs is a poorly written report.

We expressed a high degree of confidence in the NCO-ER, to include its leader development value. In order to sustain this confidence, we need chain of command emphasis. Your full support is appreciated and we look forward to your continued involvement.



Command Sgt. Maj. McCormick is the INSCOM command sergeant major headquartered at Fort Belvoir, Va.

INSCOM Journal Index — Volume 18, Jan-Dec 1995

January-February Issue

Features

Prepping for Bold Knight by Sgt. 1st Class Edith M. Davis, pg 5
Land Nav by Staff Sgt. Don Moore, pg 6
Red Train by Sgt. 1st Class Tyrone Tarver, pg 7
We Remember by Ellen Camner, pg 8
Keeping America's Army Strong!, pg 9
Ron Altman Ends Second Career with Army by Ellen Camner, pg 10
Safety Letter from Commander, pg 11
THREAT: Proceed with Caution by Connie Johnston, pg 12
Power of INSCOM by Capt. John F. Myers, pg 15
Smokeless Tobacco: Kill Zone by Maj. Stevan H. Thompson, pg 23
Linguist Lifeline by Chief Warrant Officer Tim Jones, pg 24
Gypsy Moths! by Rudi Williams, pg 25
WWII in the Pacific: Rabaul by Dr. J. P. Finnegan, pg 26
Want a Government Job? by Office of Personnel Management, pg 29
Wanted: MI Soldiers to Excel! by Command Sgt. Maj. Art Johnson, pg 32

Excellence in INSCOM

INSCOM's Senior NCO Awarded Soldier's Medal, pg 4
INSCOM Retention Office "A Keeper," pg 4

Total Army Newsline

Family Friendly Sick Leave Policy, p 30
Fast Track Teaching Certification, p 30
Rehiring Limits on VSI/SSB Civilians, p 30
DoD Adds \$2.7 Billion to Improve Quality of Life, p 30
Women Recruited for Expanding Fields, p 31
Army Health Care Management Changes, p 31
Army Selects Experimental Force, p 31
CHAMPUS Deductibles, Cost Caps Tracked, p 31

March-April Issue

Features

Worldwide Threat by Jim Garamone, p 5
Reserve Components by Col. Richard T. Dunbar, p 7
Reservists Inherit MI Mission by Staff Sgt. John F. Berry, p 8

Keith L. Ware Award Winners Announced at INSCOM Level, p 11

The New Doctor is in for Military by Evelyn D. Harris, p 12

Dengue Fever is real "headache" to American Soldiers in Haiti and Somalia by Shirley K. Startzman, p 13

Stark Warrior II by Staff Sgt. Thomas J. Varichak, p 14

On a Scale of 1 to 10... by Lt. Col. Ted W. Swenson, p 16

Smooth Move or Direct Hit?, p 18
INSCOM Fast Tracks Sponsor Program by Shirley K. Startzman, p 19

IRS Tax Wax: What's Hot What's Not for '94 Filings Compiled by Linda S. Lee, p 20

WWII in the Pacific by J. P. Finnegan, p 22

513th MI Brigade, p 25
INSCOM Display a Success at AUSA, p 28

98 Charlie NCOs Face Challenges by Command Sgt. Maj. Art Johnson, p 29

Excellence

U.S. Army Field Support Center Celebrates Fall Dining Out, p 4

NGIC Raises CFC Lid, p 4
INSCOM Bn. Wins Aviation Award, p 4

INSCOM Officer Selected for Med School, p 4

Valchef Gets New Post in INSCOM, p 4

Total Army Newsline

Mileage Reimbursement Rate Now 30 Cents, p 26

Reserve Component Soldiers Getting More Attention, p 26

DPP Interest Rates Up, p 26
IRS Pubs Ease Tax Filing for Military, p 26

Armed Forces Expeditionary Medal Authorized, p 26
Involuntary Allotment Changes, p 27

May-June Issue

Features

Former German POW Returns to Fort George G. Meade for Visit by Joe Burlas, p 6

902nd MI Detachment Lives the Good Life in Colorado by Capt. Barry L. Lee, p 7

LIWA Levels Playing Field by Master Sgt. Joan E. Fischer, p 8

Vigilant Knights Draw Swords by Capt. Drew Moores, p 11

The Eyes of the Battlefield by Shirley K. Startzman, p 14

513th "looked internally" before Desert Storm by Shirley K. Startzman, p 16

The 100 Days' War Experience by Shirley K. Startzman, p 17

NGIC Reserves: "Come on down!" by Capt. David L. Ward, p 20

Keeping America's Army Strong, p 22

500th MI Brigade rooted in WWII, p 23

Our Environment, Your Responsibility by Katherine Breidenstine, p 24

"I read about you in the paper." by Ellen Camner, p 26

"Retreat" proves positive experience by Staff Sgt. Cindy Hawthorne, p 27

INSCOM's "Doctor" of NCOs Writes Plain Prescription for Soldier Success by Staff Sgt. Don Moore, p 28

Reach out and pay for 800 numbers by Evelyn D. Harris, p 32

Public Affairs Soldiers by Command Sgt. Maj. Art Johnson, p 33

Clearances: Up close and personal by Spec. Cherise Richardson, p 34

The I-Team

MI professionals save soldier's life, p 4

Promotion gets top billing, p 4

New commander takes reins, p 4

Career Counselor of the Year named, p 5

Top student receives AUSA award, p 5

Two MI officers "lead" the way, p 5

Environment gets "green" light, p 5

Bushmasters gab academic honors, p 5

Army News Overwatch

Higher Authority needed for 'expedite' passports and visas, p 30

\$928 Million in GI Dividends, p 30

Veterans Benefits, p 30

Recruiting to rise in FY 1996, p 30

VA help for Persian Gulf War veterans and family members, p 31

Overseas personnel to receive earned income tax credit in 1995, p 31

RIF employees get head start, p 31

Free benefit books for federal employees, p 31

Supreme Court overturns ban, p 32

Info superhighway still needs clearance, p 32

July-August Issue

Features

"Skunk Works" Team Wins Counter-intelligence Awards, p 7

Virtual Reality: Configuring for War! by 2nd Lt. Kirk Holmes, p 8
August 1994. Warning Order. Alert. by Chief Warrant Officer Evelyn Story and 1st Lt. Scott Shoemaker, p 10
New Safety Rules for Small Boat Operators, p 11
Guardian Challenge – The Original Version by Capt. J. King, p 12
SWIFT SWORD Cuts Wide Path by Sgt. 1st Class Beverly Ward, p 14
Airborne! by Major Craig Barta, p 15
Combat Lifesaver Course by Master Sgt. Joan E. Fischer, p 16
GOLD SWORD III by 1st Lt. Douglas Kriesel, p 18
We've got you covered! by Shirley K. Startzman, p 20
The U.S. Army and Pacific Victory: Part II by J. P. Finnegan, p 22
Lighting Human Faces by Chaplain (Col.) James E. Russell Jr, p 25
Thinking back, what it was really all about... by Command Sgt. Maj. Art Johnson, p 28
Looking down the road at what is yet to be... by Command Sgt. Maj. Sterling T. McCormick, p 28
Is someone leaving your office? by Lt. Col. Daniel McCallum, p 30

The I-Team

Branson Makes Top 20 Percent, p 4
"Maintaining" Excellence in Awards, p 4
Savoy a Winner, p 4
Chernauskas Gives Rock-Solid Support, p 4
AUSA Chapter Names Admin NCO of Year, p 4
Soldiers in 25-mile Memorial March, p 5
One of Our Own Leading Sergeants Major Academy, p 5
Camp Zama Names Woman of the Year, p 5
Army Chief of Staff Re-ups Soldier, p 5
Navy Takes Operational Command, p 5
703rd Changes Command, p 6
Army Intelligence Ball Planned, p 6

Army News Overwatch

LingNet joins Internet, p 26
New Postal Stamp Honors POW/MIAs, p 26
New 35C Course Begins, p 26
Overseas Dental Changes, p 27

Dental Plan Prices Drop, p 27
Sorry, Wrong Number, p 27

September-October Issue

Features

Deception by Col. Craiger C. Parker, p 6
Vietnam by Retired Master Sgt. Ronalyn Huber, p 10
The Expansion of Military Intelligence in Vietnam by the INSCOM History Office, p 11
66th MI Brigade Redesignated by Staff Sgt. Thomas Varichak, p 16
Priming the Pump by Chaplain (Col.) James E. Russell Jr, p 17
U.S. Army Intelligence and Security Command Senior Leaders, p 18
Intelligence Oversight Training by Major Randy Brown, p 29
A "First Class" Reading by Shirley K. Startzman, p 31
Army XXI Changes: Straight from the Horses' Mouths! by Staff Sgt. Thomas Varichak, p 32
Quality Soldiers Need Quality Leaders! by Command Sgt. Maj. Sterling T. McCormick, p 34

The I-Team

Burgess in Command of 470th, p 5
Henry J. Riley Memorial Scholarship Awarded, p 5
18th Annual Command Award Winners, p 5
Company Validates 70 percent of METL, p 6
Retention Team is Airborne!, p 6
Rybak Wins Knowlton Award, p 6

Army News Overwatch

Accident Rates Up, p 33
Slam and Jam Anti-lock Brakes, p 33
Recycling Pays, p 33
Students Get Free Ride Home, p 33
CHAMPUS Fraud Costly, p 33
One Letter Makes a Difference, p 33

November-December Issue

Features

"These are our credentials" by Shirley K. Startzman, p 6
All Contestants are Champs by Shirley K. Startzman, p 7

Best Soldier Named by Shirley K. Startzman, p 8
Miller Wins NCO of Year by Shirley K. Startzman, p 9

Korean Linguist Tops by Master Sgt. Joan Fischer, p 9
On the Horizon: Force XXI by Lt. Col. John F. Maskavich and Rafael Brinner, p 10

INSCOM Re-engineering by Lt. Col. John F. Maskavich and Stephanie Johnson, p 12
Training the Force XXI Soldier by Master Sgt. Jerry Quinn and Chief Warrant Officer James Mandel, p 15
The Doctrine Internet by Donald W. Cairns, p 18

"Big East" Corral hosts INSCOM Day by Shirley K. Startzman, p 20
...Meanwhile, Back at the Ranch by Master Sgt. Jerry Quinn, p 22

Leveraging Reserve Capability by Col. Roger Wheelwright, p 24
Miles and Miles of Miles Gear by Shirley K. Startzman, p 28
902d Strikes Gold by Chief Warrant Officer Marcus Hann, p 30
GOLD SWORD III Update by Maj. Richard D. Hyman, p 32

Thanksgiving: An Attitude of Gratitude by Chaplain (Col.) James E. Russell Jr., p 34
Go ahead and make my day! by Command Sgt. Maj. Sterling T. McCormick

The I-Team

Intelligence Officer Publishes Book, p 4
CIA Citation Awarded, p 4
DoD Authorizes Seven Reserve Companies, p 4

Safety Champs!, p 4
Entrepreneurial Book Publishers, p 4
Katusa of the Year, p 4
"Family" Defined at Symposium, p 5
"Big Guns" Grab Ironhorse Gold, p 5
Project Pathfinder Award Presented, p 5
AUSA West Gets Taste of Intelligence, p 5

Army News Overwatch

TRICARE is on Its Way, p 35
Army Wins 24 of 42 Medals, p 35
Step on It Safely, p 35



Calendar of Events

November 1995

*American Indian Heritage Month
Child Safety and Protection Month
National Military Family Week*

10 Veterans Day (Federal Holiday)

11 Veterans Day

U.S. Army turns over Long Binh base to the South Vietnamese Army, 1972

12 First Signal Corps intercept station, W.W.I, operational at Souilly, France, 1917

20 Capt. George Goddard took the first aerial photograph at night using a 14th foot long, 8-inch wide flash bomb, 1925, in Rochester, NY.

23 Thanksgiving Day

25 First 50 agents of the Corps of Intelligence Police landed at St. Nazaire, France; they became the permanent counterintelligence arm within the Army, 1917

28 525th MI Group arrived in South Vietnam, 1965

December 1995

*National Stress-free Family Holidays Month
Universal Human Rights Month*

7 Pearl Harbor Day - Signal personnel detected (by radar) a large flight of unidentified aircraft approaching Hawaii; the early warning was ignored, 1941

12 Congress constituted a light dragoon regiment in the Continental Army; it became the Army's primary tactical intelligence arm, 1776

15 Army Intelligence and Army Security Branches created in the Army Reserve, 1952

19 U.S. Invasion of Panama, 1989

18-25 Chanukah

25 Christmas Day

26 John Honeyman, an American double agent recruited and handled by Gen. Washington, deceived the Hessian commander at Trenton and relayed information to surprise the enemy, 1776

30 Brig. Gen. John F. Stewart Jr., arrived in Saudi Arabia as the G-2, ARCENT (Third U.S. Army), 1990

1995

November

1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
26	27	28	29
30			

December

1	2
3	4
5	6
7	8
10	11
12	13
14	15
17	18
18	19
21	22
24	25
26	27
28	29
31	

1996

January

1	2	3	4	5	6
7	8	9	10	11	12
14	15	16	17	18	19
21	22	23	24	25	26
28	29	30	31		

February

1	2	3
4	5	6
7	8	9
11	12	13
14	15	16
18	19	20
21	26	27
25	26	29
29	30	31

March

1	2
3	4
5	6
10	11
12	13
17	18
18	19
24	25
26	27
28	29
31	

April

1	2	3	4	5	6
7	8	9	10	11	12
14	15	16	17	18	19
21	22	23	24	25	26
28	29	30			

May

1	2	3	4
5	6	7	8
12	13	14	15
19	20	21	22
26	27	28	29
30			

June

1
2
3
4
9
10
11
12
13
14
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31

July

1	2	3	4	5	6
7	8	9	10	11	12
14	15	16	17	18	19
21	22	23	24	25	26
28	29	30	31		

August

1	2	3
4	5	6
7	8	9
11	12	13
14	15	16
18	19	20
21	22	23
25	26	27
28	29	30
31		

September

1	2	3	4	5	6
8	9	10	11	12	13
15	16	17	18	19	20
22	23	24	25	26	27
29	30				

October

1	2	3	4	5
6	7	8	9	10
11	12	13	14	15
13	14	15	16	17
18	19	20	21	22
20	21	22	23	24
25	26	27	28	29
27	28	29	30	31

COMMANDER
USA INSCOM
ATTN IAPA
8825 BEULAH STREET
FORT BELVOIR VA 22060-5246

UNIVERSITY OF FLORIDA



3 1262 09681 5484

Holiday Message

FLARE

To All INSCOM Soldiers, Civilians and Family Members

The holiday season is a very special time of the year for all of us at INSCOM.

At this time of year we celebrate the love of our family and friends, the possibilities of peace in the world and our thankfulness that we are all safe together.

At every INSCOM unit I visited during this year, I saw evidence of your genuine concern and caring for each other. I am reminded of the advice of a colonel, now retired: "If a picture is worth a thousand words, a sincere act of caring must be worth a million." I am sincerely thankful that all of you make those "millions" every day.

Many of our INSCOM soldiers and civilians will spend the holidays away from their loved ones. I ask you all to remember these special members of our family in your thoughts and prayers. I also ask you to try and do a small act of kindness for their family members; it is "great stuff" for the heart.

To the family members of our soldiers and civilians, I offer my sincere gratitude and appreciation for your support. Your work in keeping families together while your spouses or parents are away is just as important as the job they perform. When they know their families are well, the stress of being away eases significantly.

For those of you who will share holidays with your loved ones, I also ask you to take time to enjoy it. Appreciate the good spirits of happiness and joy with family members. Spend time remembering "old times" with relatives and friends. As 1996 approaches, make definite plans for "new times" and look forward to meeting and accepting new friends and family members.

My family and I wish you a safe and happy holiday season. May the months ahead be filled with joy and laughter because they are "great stuff" for the heart, too.

Regards,

Trent N. Thomas, BG, USA, CG

